



FEEDING = OUR FUTURE = WITH PLANTS

LEADING THE WAY TO A PLANETARY PLATE BY 2025



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INTRODUCTION

Our story starts way back in the 80s, with a crazy dream to win everyone's heart and mind for a more sustainable diet, a Planetary Plate. In the early years, Alpro was still a niche product, for the lactose intolerant and vegans. But quickly, our products earned their place at the table. Millions of people became more aware of the personal and environmental benefits of plant-based foods and drinks, making a healthy change in their lives. But we never stop innovating, bringing more choice, taste and variety as we go. In 2017, we joined the Danone family and are now helping Danone lead a worldwide "Food Revolution". With its brand-new plant-based portfolio, Danone aims to become an indispensable part of people's healthy and sustainable everyday lives. And we? We keep improving our plant-based products making them even better for you and our planet. Here, you will find out just what we do to get there.

Enjoy.



Sue Garfitt, CEO Alpro



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1.

FEEDING OUR FUTURE WITH PLANTS

OK, LET'S DO THIS.
WAIT ... WHAT FOOD?

HEALTHY, SUSTAINABLE, TASTY FOOD. That's what we're talking about.

A plant-based diet that isn't just good for you, but also for the planet.

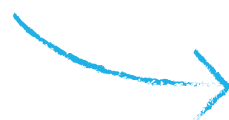
~~We believe~~, we know, **FOOD HAS A BIG IMPACT** on your ecological footprint. It goes way beyond what you see on your plate.

How your food is grown, sourced and produced, affects the earth, animal life, water, air and therefore our whole climate. Right now, the food industry is challenging the limits of our planet with deforestation and farming practices that leave the soil impoverished and reduce biodiversity. If we stay within our planetary limits, we can feed the whole world. Hunger and malnutrition can become a thing of the past. With a **Planetary Plate**, we protect the earth and your health. Now and in the long run. We can feed current and future generations. This report will tell you just what we're doing to get there.

What's more, you have the power to bring real, positive change to the world, simply by adapting what you eat, and trading some animal-based products for plant-

based alternatives. The more people embrace a more plant-based diet, the more impact we will have. Sounds good, right? And it doesn't even require a major U-turn. By making small changes in your daily life, you can immediately have a big impact. And you don't have to compromise on taste. Ever. We don't either. More plant goodness and more taste. That's been our goal from day one.

SO LETS GET TO IT.
ARE YOU READY TO TUCK IN?



A new diet that brings health to you, the planet and all living things. It's not just some feel-good-theory. It's based on science. Several renowned organisations are developing guiding principles in sustainable healthy diets with the sole purpose of answering this question:

“ Can we feed a future population of 10 billion people a healthy diet within planetary boundaries? ”

The answer is: yes, we can!
That is, if we transform our eating habits.

The EAT-Lancet Commission on Food, Planet and Health united 37 world leading scientists from 16 countries and various disciplines. They present guidelines for a sustainable and healthy diet that stays within the boundaries of our planet. The Food and Agriculture Organization of the United Nations (FAO), and the World Health Organization (WHO) also published dietary patterns that promote people's health and well-being on all levels and are accessible, affordable, culturally acceptable and have a low environmental impact.

In a nutshell, there is a growing consensus by the international and scientific community that a shift is needed to face today's global challenges like malnutrition, climate change, degraded lands and biodiversity decline. With our own Alpro Foundation we made an e-book on the global shift we need towards more plant-based diets to improve our and our planet's health: "More plant-based eating for the planet". Food for thought!

THIS IS WHAT WE'RE BRINGING TO THE TABLE

Like you, we're not the kind to wait around for things to happen. Instead, we've just carried on pioneering. Since the 80s, we've had the single-minded purpose to convert everyone's hearts, minds and tastebuds to healthier eating and sustainable living, shaping plant-based food and drink as we know it today. The result? A truly unique approach to sustainable food production and consumption; one that takes both your health and the planet's into account.

We may have unleashed a plant-based revolution and become the industry leader, but we haven't stopped innovating. All through our existence, our goal has been to continuously improve our products' ecological footprint and make them healthier. So, what have we done in the past few years to improve our impact on the planet? We focused on local sourcing, set science-based targets to track our progress, restored landscapes to give biodiversity a helping hand, reduced our energy use with over 50% and are starting to use plant-based plastics in our beverage cartons. But as you will discover, our work is never done. Challenge number two was offering healthier products without compromising on taste. Of course, the big culprits in food are sugars and saturated fat. Reducing those levels in our products became a priority. Now, our products offer different levels of sugar to no sugar at all or only natural sugars and 70% of them is low in saturated fats.

But sustainability is so much more than that. It's about investing in long-lasting relationships with our colleagues, our customers, consumers and suppliers, the communities surrounding us but also people living on the other side of the world. After all, we are one big global community.

We are all sharing the same planet. So we are pleased to invest in empowering women to fight malnutrition in the world, in our Alpro Social Fund helping good causes across Europe, in a massive tree-planting programme. That's the kind of impact we like.

We are proud to say that our environmental and social work has been recognised by B Corp. It's not just about getting a pretty certificate. It's a commitment to doing better, every year. Sure, we are proud of what we have done so far, but there is still a long way ahead of us.

To keep producing responsibly and achieve an even greater dietary shift by 2025, we have a set of concrete targets for our two major focus areas: planet and health.



“ Since day one, our consumers have inspired us to make delicious, nutritious and sustainable plant-based food, food that's full of goodness. And we don't plan on stopping now. We want to lead the way to a Planetary Plate by 2025. ”

Sue Garfitt, CEO at Alpro

PLANET

We want to do business in a way that means we can keep doing it for years to come. We aim to leave almost no footprint behind and where possible, leave the world better than how we found it. Improving how we source and grow food, creating our products with zero impact and moving towards more plant-based and recycled packs, making everything 100% recyclable, these are our main objectives. But we're just touching the surface here.

Further on we'll see what lies beneath.

HEALTH

We're talking more plant goodness inside our products, boosting flavour and health benefits. Foods that are high in good stuff and low in bad stuff. Making them available and accessible to all is good for both our health and the planet. That's why we strive to get plant-based foods within everyone's reach at a fair price. But there is still work to be done to make people aware of the advantages. Integrating plant-based in the dietary guidelines will pave the way for positive change.

2.

THE PLANETARY PLATE

The Planetary Plate is essentially a type of **FLEXITARIANISM**, a term that might be more familiar. It is **A DIET WITH MORE PLANT-BASED PRODUCTS**, which is both good for the planet and good for you. It means eating **HEALTHY, DELICIOUS FOOD** that is **SUSTAINABLY GROWN, SOURCED AND PRODUCED**, with respect for the planet, so that we and future generations can enjoy a never-ending supply. But to understand its ingredients, we must dig a little deeper and get to the roots of it.

THE ROOTS OF THE PLANETARY PLATE

It all started with finding answers to the biggest challenge of our time:
How can we feed 10 billion people with a healthy, diversified diet within the resources our planet has to offer?

That's what's brought many scientists together, amongst others, the scientists of the EAT-Lancet Commission on Food, Planet & Health. They launched the planetary health diet, the first global reference diet that doesn't treat health as an isolated goal, but also considers its wider context. Other than the traditional models like the food pyramid or the more recent healthy food plates, it's designed to fit different populations and their environment.

It is a flexible diet with guidelines to focus on certain food groups. More whole grains, fruits, vegetables, nuts and legumes and fewer animal-based products, a lot less than we consume today. They also put a limit on what's considered a healthy calorie intake since overconsumption is simply a waste of food and resources, with both health and environmental costs.

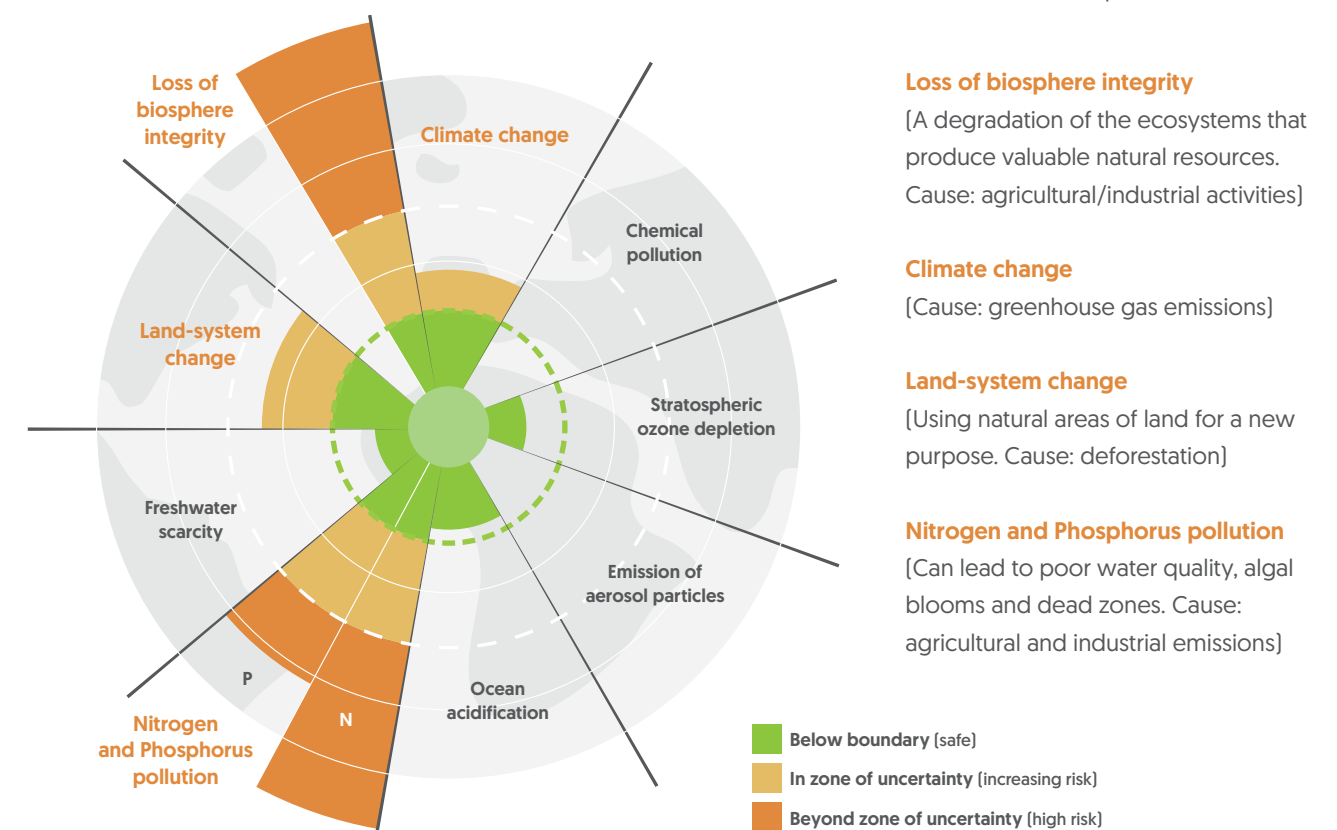
RESPECTING THE BOUNDARIES

So it's a new menu we're after, one that keeps both us and the planet fit. But what's on it? Time to set some boundaries.

PLANET BOUNDARIES

We are part of a greater network of living organisms and non-living elements that interact as one system, aka planet earth. When that system is intact, it provides us and every other living thing with everything we need to survive and thrive. But ever focused on growth, we've started using more resources than our planet can renew. That means we're crossing the boundaries of the very system that protects and improves our health and our overall well-being.

A group of internationally renowned scientists identified nine boundaries to the planet, nine processes that can irreversibly affect the system that sustains our planet and therefore our health, if a threshold is passed.



The boundaries in orange are the ones that have already been crossed today. Conclusion? The main causes include overconsumption, deforestation and greenhouse gas emissions. And **global food production is the single largest contributor towards escalating environmental pressures** according to EAT-Lancet co-chairman Johan Rockström. Further on in our planetary goals, you will see what measures we take to not only stay within these planetary boundaries but also to create positive long-term impacts.

HEALTH BOUNDARIES

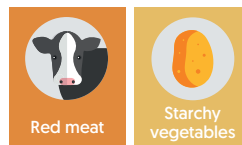
Like the planet we live on, we too have our limits. Human health is a delicate balance. The food we digest can make the difference between health and illness.

“ Every bite we take (or not) can impact our physical and mental well-being. ”

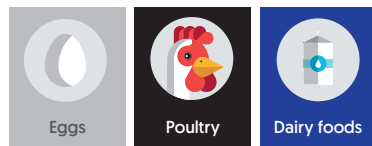
Today, over 2 billion adults are obese, putting diabetes, cancer and heart diseases among the leading causes of death worldwide. At the same time, a little over 820 million people suffer from hunger. That's one in every nine people in the world. And we have an aging population eating a diet that revolves around low-quality proteins, excessive sugars, high-saturated fats and high salt levels. Age increases the risk. In short, many of us are still eating a diet that damages our health and well-being putting a great strain on our health insurance. It is time for change.

11 foods, 11 health boundaries:

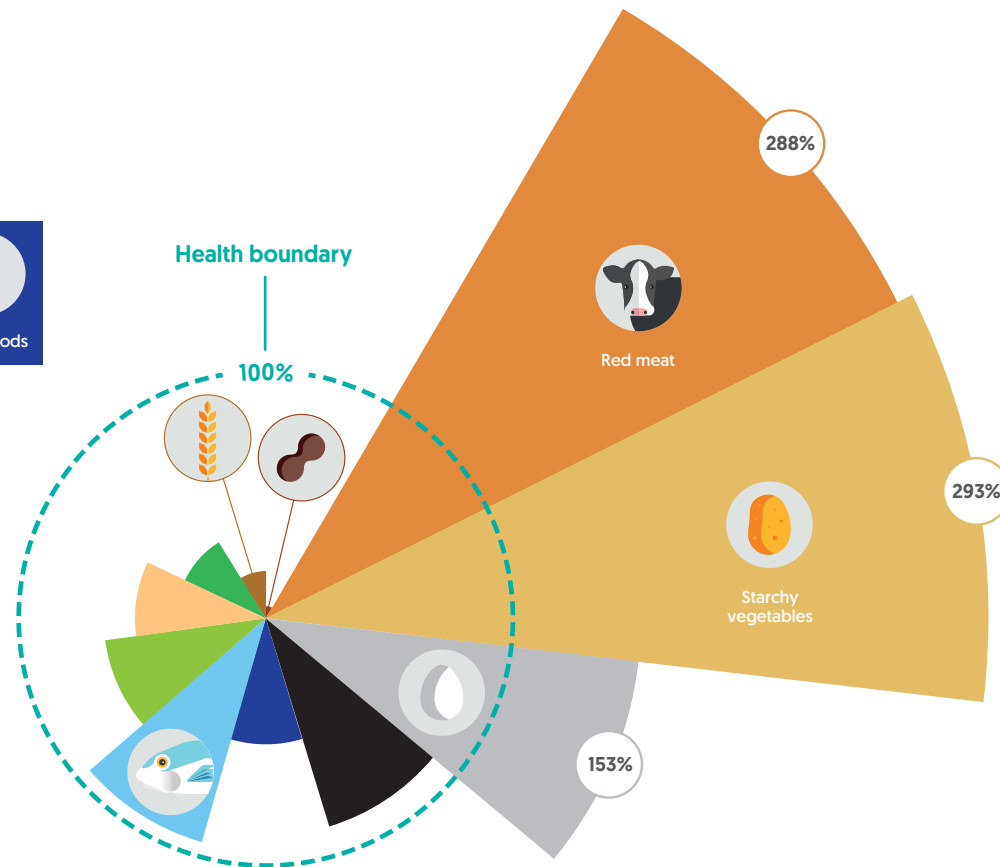
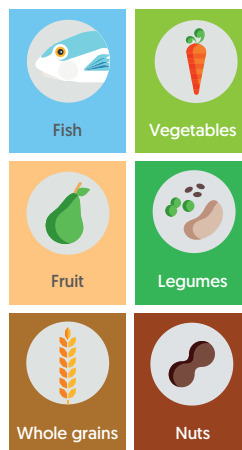
Limited intake



Optional foods



Emphasised foods



Source: EAT-Lancet Commission Summary Report, 2019, eatforum.aorg

The experts of the EAT-Lancet Commission examined our global eating habits to see which health boundaries are crossed. They've mapped out the consumption of 11 different foods, categorising them from 'limited intake' to 'emphasised foods'.

It turns out that on average we're eating more than three times as much red meat and starchy vegetables than our system can possibly put to use, and not nearly half the amount of nuts, whole grains, legumes, fruits and vegetables it needs to function efficiently.

“ If we want to be our best selves, we'll need to turn our eating habits around. Big time. ”

So what makes a healthy diet then? A diet containing more wholesome, plant-based foods and fewer animal-based foods. Added sugars, excessive salt, saturated fats and products high in artificial preservatives have little to no place in it.

WHERE PLANET AND HEALTH BOUNDARIES MEET

“ So how can we feed the growing world population a healthy, balanced diet within the boundaries of the planet? ”

The answer is simple, with a Planetary Plate where health and planetary boundaries overlap. A more plant-based diet that gives us all the good stuff we need to live a full and healthy life and takes into account those important planetary boundaries we're crossing today.

Together with the change in diet, we also need improved food production through enhanced agriculture and technology changes, and reduced food waste across the food chain from production to consumption.

That is why we now promise to do more, for you and for the planet.

3.

ALPRO IN ACTION

OUR GOALS FOR 2025

To achieve a **PLANETARY PLATE** for all, we don't only produce plant-based products that are good for both the planet and your health, we've also set up **CONCRETE GOALS AND SPECIFIC TARGETS FOR 2025** within the same two areas of focus.

Our planetary goal for 2025 "Food forever from earth" says it all. We want our planet to keep producing healthy food and sustain us and all living things on earth for ever. But right now, this is the reality: ecosystems are damaged wasting valuable resources; too many greenhouse gases are emitted causing temperatures and sea levels to rise; there is massive deforestation; and our soil and water is polluted. So how do we turn this ship around? Our answer is threefold. We protect the soil, water and biodiversity through regenerative agriculture. We continue to work towards zero-impact for our own operations, reducing our impact in carbon, water use and waste, including food waste. And we further develop our packaging to use plant-based or recycled packaging for all of our products and make all packs 100% recyclable.

Our health goal for 2025 "Deliciously plant-based, delightfully nutritious" takes what we've been doing for the past 40 years one step further. That means even more plant goodness, more high-quality nutrients, fibre, vitamins and minerals and less salt, sugars and saturated fat. Knowledge is key to shifting people's diets so we're going for full transparency on the nutritional profile of our products and disclosing the whole process, from field to plate. And we keep reinventing ourselves and lobbying to make plant-based available and accessible to all. After all, everybody wins if the Planetary Plate wins.

PLANET GOALS

FOOD FOREVER FROM EARTH



SOURCE
REGENERATIVELY



ZERO-IMPACT
OPERATIONS



CLOSING THE LOOP
ON PACKAGING



SOURCE REGENERATIVELY

WHY IS IT IMPORTANT?

‘One Planet’ products, that is what we want, made within the boundaries of our one and only planet. We need to farm the land in a way that it can renew itself. That’s what regenerative agriculture is all about. Through a set of farming practices, we maintain a healthy soil, reduce our impact on water and preserve and restore biodiversity while maintaining a healthy farming business. This doesn’t only secure our food supply, it restores entire ecosystems and helps mitigate climate change.

WHAT HAVE WE DONE?

Local sourcing

We try to source as much as possible in Europe, close to our factories. Most of the soya and organic ingredients we use and all of our oats are grown within the EU. And most importantly, none of our soya comes from rainforests, Brazil or anywhere in South America. All of it is 100% Proterra certified meaning it’s non-GMO and not a cause of deforestation. We also source almonds from small scale, more traditional farms in the Mediterranean area. Ingredients that cannot be grown locally, are transported by sea to minimise our carbon footprint.

Impact assessment

We calculated the footprints of our soya, oats and almonds. This clearly showed that plant-based products have a low carbon impact and need little to no irrigation.

Working closely with farmers

Getting farmers on board is crucial to making any progress. As part of our Science-Based Targets programme, we started a long-term collaboration with several almond farmers to assess the impact of different farming practices on carbon emissions, water use and biodiversity.

Pioneering with Science-Based Targets for Nature

Alpro was the first company worldwide to assess planetary boundaries for water, land, nutrients and biodiversity throughout the whole soya and almond supply chains.

WHY SOURCING MATTERS

As you can tell from the numbers below, the cultivation of the ingredients has the biggest carbon footprint by far. That’s why we have been focusing on sustainable sourcing all those years; on local sourcing, and are heading towards regenerative sourcing.

Impact category	% of total carbon footprint
Ingredients	35%
Operations (incl. waste)	22%
Use of sold products and recycling of packaging	20%
Transport & logistics	12%
Packaging	12%

WHAT’S OUR 2025 TARGET AND HOW WILL WE GET THERE?



Towards regenerative sourcing for our soya and almonds

To know which farming practices work best, we first need to understand the context: what are the different farm types and where are they on their journey towards regenerative agriculture?

To this end, we will partner with several farmer cooperatives to evaluate farms in terms of the numbers that matter: soil quality, biodiversity, usage and more. This knowledge will help create a strategy for transition. It will provide a baseline, a starting point for our roadmap towards regenerative agriculture with those farms. Then we will use the results to follow through and scale up to all the farms in the supply chain.

Towards zero net loss biodiversity by 2030

We need to stop loss of biodiversity by 2030 and ensure restoration and recovery by 2050 for our planet to remain habitable. Animal and plant species are vanishing at unprecedented rates, jeopardizing humanity and all life on earth. That calls for action.

As part of our Science-Based Targets programme, we are setting up workshops with a group of forward-thinking almond farmers. We want to fundamentally change the way we grow almonds to prevent any further loss of animal and plant life. We will test measures such as growing other crops in between the almond trees, reinstalling landscape elements such as ponds or hedges and building corridors in the orchards to connect neighbouring nature.

Pioneering water stewardship with WWF

Freshwater is becoming scarce. It’s important then that companies are able to track progress and identify where they can do better and that they’re held accountable for the results. That’s why we partnered up with WWF Netherlands.



Right now, our focus lies on measuring the impact soya and almond have on water. That’s where our biggest volumes come from. As a first step towards our ambition to set science-based targets for water we are focusing on meaningful impact in local contexts: we do not want to use more water than a healthy ecosystem can support. To start this process, we are using WWF’s Water Risk Filter to provide us with all the necessary data to assess local water risks and to begin to understand the local water challenges. Next, we’ll use the results to help soya and almond farmers with recommendations on how to improve their water stewardship.





ZERO-IMPACT OPERATIONS

WHY IS IT IMPORTANT?

Getting the sourcing and packaging right is one thing, but it all starts with our own operations. In the long term, we strive to create our products without leaving a single footprint on the earth in terms of greenhouse gas emissions, water and other resources. The goal by 2025 is to further reduce impact in three areas: carbon emissions, water use and waste, including food waste.

WHAT HAVE WE DONE?

Lower greenhouse gas emissions, more renewable energy

We have come a long way. In the past 10 years, we have significantly reduced our carbon emissions. In 2011, we adopted a long-term carbon reduction strategy and action plan to minimise our own footprint, becoming the first European food company to join the WWF Climate Savers Program. In 2017, we evolved this approach towards Science-Based Targets.

Putting bold words into action:

- Alpro was one of the first manufacturers in Europe to implement a hot water smart grid and CHP (combined heat and power) system to help get the most out of the electricity and heat generated.
- Fully renewable electricity across all Alpro sites.
- A new car policy promotes sustainable mobility, including electric cars and flexible combinations.

Making every drop of water count

To reduce water consumption as much as possible, we set ambitious water management standards. We have introduced wastewater treatment plants at all our factories and reduced our water consumption wherever we could.

Liquidating landfill

Obviously, we try to avoid any waste. But tackling waste in landfill is our biggest priority. We already recycle most of the waste from our factories. Only a little bit ends up as landfill. And through partnerships with food banks and local donations schemes, products that cannot be sold simply because of damaged packaging or incorrect labelling, do not go to waste.

REDUCING OUR FOOTPRINT MORE AND MORE

Year after year, we keep growing as a company, yet lowering our carbon footprint and water consumption at the same time.

Year	2010	2013	2014	2015	2016	2017	2018	2019	
CO₂ footprint (scope 1 + 2) [kg CO ₂ e/kg finished product]	0.111	0.091	0.088	0.095	0.093	0.099	0.081	0.076	
Year	2011	2012	2013	2014	2015	2016	2017	2018	2019
Water use in factories [L water/ kg finished product]	4.77	4.77	4.69	4.7	3.68	4.06	4.20	3.90	3.80



WHAT'S OUR 2025 TARGET AND HOW WILL WE GET THERE?

Going climate neutral by 2050

It's an ambitious goal to say the least, but we are serious about it. By 2025 we aim to reduce our greenhouse gas emissions in operations by 30% per kg product and get 50% of all our energy from renewable sources. That's how we aim to contribute to our Science-Based Targets to help keep global warming below 1.5 degrees, in line with the Paris Agreement. We investigate extracting energy from waste and invest in solar panels.

-60% water consumption per kg product

To ensure food safety, hygiene and avoid allergen contamination, our factory lines need regular cleaning which uses a fair amount of water. We have started implementing advanced water treatment installations that will allow us to reuse water. This way, we can significantly reduce our water footprint in all of our factories.

Zero waste to landfill & reduce food waste

Achieving zero waste to landfill is the first thing to get right. We are working on the last few details to get this fixed. Next, we will tackle three focus areas. First of all, there is food waste, with a big environmental impact. Avoiding it altogether is the goal. Secondly, food can get lost in the supply chain so by investigating every step in the process and forming partnerships, we aim to minimise this. And lastly, we will enhance recycling of waste generated in our operations. In collaboration with our waste handlers, we will analyse the non-recycled waste stream and define clear actions to improve where we can.



CLOSING THE LOOP ON PACKAGING

WHY IS IT IMPORTANT?

Waste is only really waste if you throw it away. Where others see waste, we see resources. That's what closed-loop packaging is all about. Our destination for 2025 is to see all our packaging made of plant-based or recycled materials and 100% recyclable. We're not there yet but we're working on it.

WHAT HAVE WE DONE?

Plant-based drinks cartons

Plant-based plastics cut carbon emissions and save resources - oil is finite but plants grow back. Our packaging is made from at least 73% plant-based materials, a mix of paper and bio-based plastic. 24% is made from plastic and only 3% is aluminium. Over 76% is recyclable by design. By switching to plant-based plastics for our drink cartons, we also saved over 4,000 tonnes of carbon. Wrapping products made from plants in cartons made from plants. Makes sense.

No more plastic straws or spoons

Plastic straws and spoons are a nuisance. They wind up everywhere, even in turtles' nostrils. That's not ok. Say goodbye to plastic straws and hello to paper straws and plant-based caps.

rPET bottles

Bottles made from plastic may not seem to fit this agenda but they do. rPET (recycled PET) is the only recycled material that can be reused in food packaging. We're now at 50% recycled PET for our premium plant-based drink bottles and 100% for our new plant-based alternatives to yoghurt drinks. Both are 100% recyclable. How circular can you go?



WHAT'S OUR 2025 TARGET

AND HOW WILL WE GET THERE?

All plant-based products in plant-based or recycled packs

The bad news? Some of our packaging still contains materials that have a high carbon impact or are difficult to recycle. But those materials are on their way out. By 2025 we aim to delete them from our list. Starting in 2021, when we will put our plant-based alternatives to yoghurt in paper cups. Like the idea? So does the planet!

All packaging 100% recyclable

For packs to be recyclable they need to fulfil three criteria. They have to be designed for recycling, be made of recyclable materials and the right recycling stream has to be in place. We're working hard on the first two, designing our packaging to be recyclable, eliminating plastic where we can and using recycled design PET for other packaging. The last one depends on local factors, but when a big company takes a step towards more sustainable options, things start to move. It creates demand. By using more and more recycled materials, Alpro is encouraging the recycling industry to expand which benefits the whole system.





FOOD FOREVER FROM EARTH

ACTIONS SPEAK LOUDER THAN WORDS



PART OF THE RAINFOREST ALLIANCE

Cocoa and coffee are minor ingredients in our products but where it's present, it should be the right kind, sustainably sourced. Climate change had a big impact on cocoa and coffee which makes it all the more important it's 100% UTZ-certified.



PAPER CUPS IN 2021

That snap a yoghurt pot makes when you tear it off a multipack. That's the sound of polystyrene. Without it, you would have a hard time freeing that yoghurt from the rest of the lot. Unfortunately, it's not widely recyclable. Ditching polystyrene to replace it with paper, that's more like it.



SO(YA) SUSTAINABLE

Soya is actually a very sustainable crop. A soya plant doesn't need additional nitrogen fertiliser, instead it extracts nitrogen from the air leaving the soil more fertile for the following rotation crop. Handy, right?



OATS

Just like soya, oats are a very sustainable crop, with a similarly low ecological footprint. They need a lot less fertiliser and other inputs compared to cereals like wheat. In crop rotation, oats help fight off pests, improve soil quality and promote biodiversity.



LOCAL SOYA

Less than half of our soya comes from Canada where no irrigation is needed. But most of our soya comes from France and we also introduced soya farming to the Netherlands and Belgium. After all, the lower the food miles, the smaller the carbon footprint.

But wherever our soya comes from, you can rest assured, none of it comes from rainforests, Brazil or anywhere else in South America. It's ProTerra certified, a guarantee that no forests are cut down because of it and it's completely GMO-free.



BETTER SOLUTION FOR PET LIDS

A family size pot that keeps your plant-based alternative to yoghurt nice and fresh is made from recyclable plastic and paper. Great. On top is a single use PET lid. Not so great. Time to get to work and find a better solution. Until then, we are looking into losing the lid altogether.

ALL OUR SOYA IS PROTERRA

Another label? ProTerra is not just another label. It's a certification standard widely used in the industry for ecologically sustainable soybeans. It ensures the soya is 100% non-GMO, not a cause of deforestation and good agricultural practices are used. But it also covers social responsibility. You can be sure people enjoy good working conditions, a safe workplace and equal opportunities. There's no child labour and local communities' rights are protected. Every year, the ProTerra standard is audited and certified by an independent Accredited Certification Body.



RESTORING WETLANDS WITH NATUURPUNT

The water basin of the river Leie in the West of Belgium was becoming more and more arid due to intensive farming and construction



works by the river. As a result, many of its regular visitors were in sharp decline. Take the black-tailed godwit. A beautiful long-legged, spotted wader with a long beak famous for the call that gave it its name, a species already on the "Near Threatened" list of the IUCN (International Union for Conservation Nature). We started collaborating with Natuurpunt to replenish the water in the basin and increase the ground water level to restore the wetlands in this region. This involves, among other, stopping drainage, harvesting rainwater and constructing ponds. The project is already proving its worth. When visiting the area, we saw many pairs of black-tailed godwit cheerfully parading and twittering again. In time, we hope to see other birds, butterflies, small mammals and reptiles settling in once more.

WORK IN PROGRESS



BEE FRIENDLIER

Bees help feed the world. They are the most important pollinator of food crops. By partnering up with almond cooperatives we want to implement bee-friendly practices on the almond farms by 2025.



HEALTH GOALS DELICIOUSLY PLANT-BASED, DELIGHTFULLY NUTRITIOUS



MORE PLANTS



POSITIVE
 NUTRITION



ACCESSIBLE
 FOR ALL



MORE PLANTS

WHY IS IT IMPORTANT?

That's easy. Plants are an important source of fibre, vitamins and minerals. We're talking about plants in the broad sense here. Not just fruit and vegetables. The more of that plant goodness we can preserve in a natural and clean way, the better for our health. But adding variety is just as important. It will not only persuade more people to switch to plant-based, it also ensures we get all the nutrients we need.

WHAT HAVE WE DONE?

More than soya

For many years, the Alpro and Provamel ranges have extended far beyond soya with different types of plant-based products (including drinks, fermented products, desserts, and more). Almonds, oats, rice... also have their place at our table.



WHAT'S OUR 2025 TARGET

AND HOW WILL WE GET THERE?

More variety and more products

Variety is the spice of life. Offering more diversity in the products with different ingredients will encourage people across the globe to enjoy more plant-based foods. We are happy to commit to maintaining a broad range and to launch products made from at least two new ingredients. To promote and identify the best food categories to be integrated into the daily diet, we explore local preferences in plant-based ingredients and examine their benefits in terms of nutrition, taste and climate impact.

Preserve all the goodness of plants in a natural way

Plants are packed with nutrients. The challenge is to find ways to preserve as many as possible from the raw ingredients to final products in a natural, clean way. To this end, we'll set up dedicated projects, refining our processes to preserve more of the good stuff like fibre from oats and more vitamins and minerals from fruits (e.g. fermentation can naturally increase vitamin content).



POSITIVE NUTRITION

WHY IS IT IMPORTANT?

Positive nutrition is about offering everything your body and mind need to perform their best: foods high in good stuff, low in bad stuff. It all boils down to high-quality nutrients including complete protein, a good fat composition, fibre, vitamins and minerals. Sugars, salt and saturated fat are to be limited. Positive nutrition is also about making conscious choices. We're talking about transparency in labelling and in the whole production process: from raw ingredients to the final product on the shelf.

WHAT HAVE WE DONE?

Guard and improve our excellent nutritional profile

Alpro has been offering delicious plant-based food alternatives to dairy for many years, making sure people get all the nutrients they expect from dairy while keeping a close eye on saturated fat, sugars and salt.

Show the numbers

People increasingly want to know what they are eating and drinking. They can find out all the good stuff about the nutritional composition of Alpro products just by looking at the back or side of our packs.

WHAT'S OUR 2025 TARGET AND HOW WILL WE GET THERE?

Close the fibre gap

There is a serious fibre gap in our diet. Fibre doesn't only help in the digestive department; more importantly, it can help lower the risk of heart disease and some types of cancer. Our 2025 target is to turn 50% of our products into a recognised source of fibre.

Minimise the sugars, maximise health benefits

In view of the magnitude of the overweight and obesity problem, we set a clear goal for our sugar content. By 2025, we want to ensure more than 65% of our products are low sugar, zero sugar or only contain sugars from fruit.



High-quality protein

Amino acids and proteins are the building blocks of life. In the next few years, we want to offer plant-based nutritional alternatives that contain high-quality protein or a blend of proteins providing all the essential amino acids in sufficient amounts. On top of that, we will fortify them with calcium and vitamins.

Less saturated fat

Saturated fat is the kind of fat you want to limit. But your body needs fat. Maintaining the 'natural' healthy fat profile of plant-based products (low in saturated fat) as much as possible, is the way forward. By 2025 more than 70% of our products will contain low saturated fat levels.

Lose the salt, keep the flavour

More than 95% of our products will be low in salt. That's the goal.

The power of plants

We will offer plant-based products that are nutritionally equivalent to their dairy counterparts with high-quality protein, calcium and vitamin D.

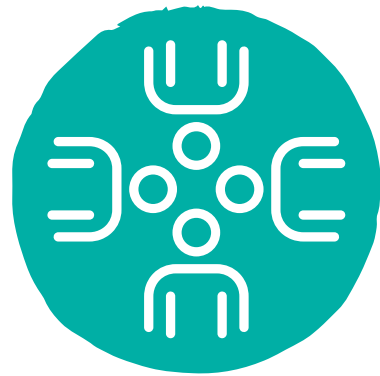
FOP nutrition quality labelling on all products

Time to take things a step further. We will apply front of pack (FOP) nutrition labelling on all products to help people make a conscious choice: Nutriscore labelling is a good example.

Talking the talk

We pledge to communicate about our ingredients, sourcing and processing in a simple and transparent way.





ACCESSIBLE FOR ALL

WHY IS IT IMPORTANT?

A more plant-based diet is good for our health and the planet that sustains us. It's simple. Everybody wins by making plant-based foods available and accessible to all. Integration of plant-based foods into the dietary guidelines is crucial to building knowledge and encouraging policymakers to take the initiative.

WHAT HAVE WE DONE?

From need to love

Alpro started as the brand to turn to if you had an allergy to dairy or suffered from lactose intolerance. Even then, we always made taste our number one priority.

Now, lots of people have discovered our plant-based products and embrace them because of their taste and health benefits.

Get policymakers behind plant-based

To move people towards a more plant-based diet, policymakers have to provide the framework to encourage the shift and draw more attention to it. They could, for example, make plant-based more affordable by lowering taxes or granting subsidies. Together with the EU association for plant-based foods, ENSA, we will continue our efforts to get these topics high on the agenda of policymakers and governments. The key to positive change.

WHAT'S OUR 2025 TARGET

AND HOW WILL WE GET THERE?

Always a plant-based product within reach

Moving towards a more plant-based diet is key to both our health and the planet's. Making products always available to everyone, in all forms at a fair price, that's the goal. To get there by 2025, we will use more channels in more countries, adding more relevant categories and more variety.

Plant-based sustainable eating

In Europe, the food based dietary guidelines (FBDG) are considered as science-based recommendations for healthy eating. They have a lot of impact in shaping consumer information provided by dietitians and schools. It's simple. The more they endorse it, the more people will embrace it and will integrate it in their daily life. Calling on policymakers to get plant-based foods into these guidelines is therefore crucial to building awareness. So we will keep on supporting and advancing these initiatives.



ONE BLUE DOT (OBD) CAMPAIGN

The Lancet diet offers science-based recommendations for sustainable diets. Great. Now we only had to find a way to get the message across. In the UK, we sponsored the **One Blue Dot (OBD) campaign** by The British Dietetic Association (BDA) aimed at making this wealth of information more digestible. It's a 'live' toolkit helping UK dietitians improve their understanding of sustainable diets and discuss them with their clients.

DELICIOUSLY PLANT-BASED, DELIGHTFULLY NUTRITIOUS

ACTIONS SPEAK LOUDER THAN WORDS



E-LEARNING PLATFORM



Breakfast, lunch and dinner look very different around the globe. If we want to have a real impact, we have to start from local food preferences. That's why we developed an **E-learning platform** in the Netherlands together with the Alpro Foundation: Planetary Health Diets: healthy and sustainable, that's how you do it. Here, dietitians and weight loss consultants can discuss the EAT-Lancet diet and the changes they believe will catch on in the Netherlands.



SUSTAINABLE MEAL HACKS COMPETITION

Knowing how to improve your diet and adapting it are still two very different things. How do you change people's behaviour? You start with their favourite meals making small changes to it. That's the idea behind the **Sustainable Meal Hacks Competition** we launched together with the British Dietetic Association (BDA). It was a call out to dietitians to come up with sustainable meal hacks to inspire people with a more plant-based menu and prove how easy it is.

4.



= B CORP =

B Corp is a **LABEL FOR COMPANIES THAT LOOK BEYOND PROFIT**, that truly aim to have a **POSITIVE IMPACT**.

But it is so much more than a label. Joining B Corp means you commit to **using your business as a force for good**. Year after year, you **commit to doing better** because the bar is raised. In terms of your impact on the environment, your workers, suppliers, the community surrounding you, everything is quantified and rigorously verified. If the numbers don't add up, you lose the certificate.

The vision of B Corp matches perfectly with our own. For Alpro, health, the environment and economic interests go hand in hand. And every year we want to do better, we want to aim higher. First and foremost, through the planet and health goals mentioned in this report, but also through other positive impact projects such as the Alpro Social Fund. With this organisation, we aid good causes to

fight malnutrition and help vulnerable social groups. Our Alpro Foundation promotes research into plant-based foods to discover more about the possible benefits for our health and the environment. And we have our very own tree planting project. These are just a few of our social and environmental initiatives.

We are proud to say that, in 2018, our company was **certified as B Corp™** with a total score of 87 points, well exceeding the required 80 points. Right now, there are about 2,400 companies that hold the B Corp™ certificate. That is only 5% of the total number of businesses that started the demanding certification process.

“As a company we believe it's important to bring healthy and tasty plant-based products to the market that appeal to as many consumers as possible and are beneficial for our society and the planet. B Corp certification proves this the best.”

Sue Garfitt, CEO at Alpro

ALPRO SOCIAL FUND

No need to look far to find a hero. All around us, there are people fighting for a cause.

Through the Alpro Social Fund, we have helped 100 organisations with financial or material support, from small local causes to bigger projects like Malnutrition Matters fighting malnutrition in Africa.

A few of the admirable initiatives we are happy to champion:

EMPOWERING WOMEN WITH A LOCAL BUSINESS MODEL

What if we use the goodness of soya to fight malnutrition in Africa? Not just once but long-term? That question led us to partner up with **Malnutrition Matters**, an organisation with the know-how to set up sustainable food projects. With Alpro's help, it distributed 200 soya kits to people in Malawi in 2019. Small kits that make it easy to produce different soya foods - porridge, drinks, tofu - turning the women and men of Malawi into empowered business owners overnight. 500 profitable micro businesses and 170,000 people enjoying protein rich foods, that's the kind of impact we like. We have been a proud partner since 2004.



ANDYS MAN CLUB

#itsokaytotalk (UK) is getting men to talk about their psychological problems in an attempt to halve suicides among men in the UK. Suicide is the most common cause of death among men under 45.

SPORTAROUND

Seaside sports camps (BE) offering children from less fortunate families the chance to participate in a number of sports in Ghent enhances the social fabric in certain neighbourhoods.



AGIIR FLORIVAL

Adapted Sports (FR): The AGIIR Florival soccer club and Saint Joseph Institute combined forces to give youngsters with a mental disability the opportunity to play soccer improving their motor skills and general well-being but also their self-esteem and social integration.

TREE PLANTING

Trees are an ecological wonder. They take carbon out of the air, produce oxygen, cool the planet, reduce pollution, make you feel good and are simply beautiful to look at. We cannot get enough of them. That's why Alpro is planting trees close to some of its locations in the autumn of 2020. Every employee is invited to take up a shovel and dig in.



ALPRO FOUNDATION

Did you know we can grow enough plants to feed the whole world population? Or that the eleven million square kilometres used for crops supply more calories and protein for the global population than the almost four times larger area used for livestock? We already know plant-based foods bring major benefits for both planet and health. But there is still a whole world out there to discover. Who knows what other benefits a plant-based diet might have? The Alpro Foundation was founded to find answers. This independent forum for academics and



those in the field shares knowledge on these topics creating a better understanding of the impact of plant-based eating on human health and our planet.

It does this by:

- Funding research
- Awarding grants to young scientists for their research
- Organising conferences and student symposia
- Regular publications of scientific newsletters

ALPRO AND COVID-19

COVID-19 shows us just how fragile we are. At the same time, it makes clear what people and communities are capable of, if they pull together. Sustainable relationships have never been more important.



Our own employees have shown such solidarity and determination in the face of this crisis. It is heart-warming to witness. As a company, we try to do our part. When the world faces a major health issue, Alpro's involvement is not only natural but also expected. We do great in times of peace, we need to do even better in difficult times. The health and safety of our employees is our number one priority at all times. The minute red flags were raised, we immediately took action to provide a safe work environment and ensure safety all throughout the supply chain, from farm to supermarket.

We also have a special kick-start programme for our barista friends whose world has been turned upside down because of COVID-19. The initiative offers support as they get ready to roll up their sleeves again and whip up another latte.

ALPRO IN THE DANONE FAMILY

In 2017, Danone acquired Alpro, inviting the leading plant-based brand into the Danone family to help move its mission of "Bringing health through food to as many people as possible" forward.

Alpro and Danone have a shared vision, that human health and the health of the planet are closely connected, as reflected in Danone's signature: "One Planet One Health". This impacts all of the companies' actions. In all the countries where Danone operates, nine business objectives have been defined in line with the United Nations 2030 Sustainable Development Goals. In 2020,

Danone was the first company to become an "Entreprise à Mission". This means the purpose of the company is fixed on long-term objectives which are described in the company's articles. Becoming an Entreprise à mission will support Danone's objective to be the first large company to achieve, in five years' time, global B Corp status.



A STATUS OVERVIEW

WHERE ARE WE NOW AND HOW FAR DO WE STILL NEED TO GO?

Focus area	Subject	2025 Target	Status
Source our ingredients from regenerative agriculture	Regenerative agriculture in soya and almonds	Understand the context of farming for Mediterranean almonds and French soya: what are the different farm types and where are they on the journey to regenerative agriculture. We will use this knowledge to define the transition strategy.	<div></div>
		Connect regenerative agriculture farming practices to effective improvement: going from pilots to large scale deployment.	<div></div>
	Pioneer Water Stewardship	Develop a guidance for Alpro almond and soya sourcing teams to understand water risks when selecting sourcing geographies.	<div></div>
		Scale-up pioneering pilot work to reach more farmers with guidance and recommendations about water use in soya and almond farming.	<div></div>
	Contribute to biodiversity restoration	We need to stop loss of biodiversity by 2030 and ensure restoration and recovery by 2050 for our planet to remain habitable. First we need to understand our impact on biodiversity loss and how we can turn it around. We will stay connected to the Science-Based Targets for Nature Network who are developing recommendations towards Zero Net Loss for Biodiversity in 2030, which we will use to set out our action plan.	<div></div>
		Partner with almond growers to apply bee-friendly practices and explore certification.	<div></div>
Zero impact operations	Greenhouse gas emissions	-30% GHG emissions per kg product (scope 1+2).	<div></div>
		50% renewable energy.	<div></div>
	Water	-60% water consumption per kg product (in our factories).	<div></div>
		We will support nature conservation initiatives close to our plants and focus on projects that apply water restoring practices. This way, more water can be captured in nature and the groundwater can be restored allowing us to compensate for the water we use in our factories.	<div></div>
	Waste	Zero waste to landfill.	<div></div>
		Food waste reduction in operations.	<div></div>
		Increase recycling of packaging waste in operations.	<div></div>
		Set-up partnerships to reduce supply chain food waste.	<div></div>

Focus area	Subject	2025 Target	Status
Closed-loop packaging	Reduce impact by less and better materials	All plant-based products in a plant-based or recycled pack.	<div></div>
		All packaging 100% recyclable.	<div></div>
More plants	More product variety capturing the innate goodness of plants	Offer plant-based foods which facilitates integration in the daily diet.	<div></div>
		Further process refinement to maintain the goodness of plants in finished products, e.g. more fibres from oats, more vitamins and minerals from fruits, naturally increasing vitamins content by fermentation.	<div></div>
Positive nutrition	Delicious & nutritious: offering products supporting health	>50% of the products source of fibre.	<div></div>
		>65% of the products with low sugars / no sugars / only sugars from fruit.	<div></div>
		>70% of the products are low in saturated fat.	<div></div>
		>95% of the products are low in salt.	<div></div>
	Ensure availability of plant-based dairy nutritional alternatives	Always use high quality sources of protein with a sufficient amount of calcium and vitamins.	<div></div>
	Nutrition quality labelling	Roll-out of FOP nutrition labelling on all packs.	<div></div>
	Transparency	Clarify our production process, from raw ingredients down to the final product. Pro-actively made available on our website.	<div></div>
Accessible for all	Always a plant-based offer within reach	Embed plant-based in the daily lives of everyone by making plant-based more accessible: more formats, more channls, more relevant categories, more variety.	<div></div>
		Continue to put plant-based eating on the agenda of policymakers and governments as a key solution to positively change the future.	<div></div>
		Support & contribute to initiatives taken by policy-makers to embed plant-based eating into food guidelines & programmes.	<div></div>

CLOSING WORD

Sustainability is part of our DNA.

Some 40 years ago we launched our first plant-based products, long before the hype.

What started as a crazy dream to save the planet through healthy food turned into a worldwide plant-based revolution. And it's all thanks to you, the people working for and with Alpro and our consumers. Good for you. But there is still a long way to go.

“ Together we keep pushing ourselves to do better. ”

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OUR ONE PLANET PROMISE:

MAKE HEALTHY & DELICIOUS PLANT-BASED FOODS.

USE ONLY PLANET-FRIENDLY INGREDIENTS.

ZERO CARBON, WATER AND WASTE.

LESS AND BETTER PACKAGING.



Certified



Corporation™

The alpro logo features the word "alpro" in a bold, blue, lowercase sans-serif font. A small green leaf is positioned above the letter "o".

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