



SUSTAINABILITY REPORT 2015



A ROADMAP TO 2020



Sustainability Report 2015

A Roadmap to 2020

2014

Here, now
and for

the future.

— An introduction by
Bernard Deryckere, CEO Alpro

*By developing and marketing tasty,
healthy and sustainable
plant-based foods, we are not only
building a successful business,
but also making an active
contribution to a better society for
current and future generations.*



“Changing the way the world eats for the better” sounds like a big ambition, but it’s at the heart of everything we do at Alpro, every day. By developing and marketing tasty, healthy and sustainable plant-based foods, we are not only building a successful business, but also making an active contribution to a better society for current and future generations.

So it’s natural that our Sustainable Development 2020 strategy should be centered around the concept of ‘shared value creation’, where growing our company goes hand in hand with offering people healthy and planet-friendly foods.

This SD report is a record of great progress in 2013 and 2014, but also looks ahead at what we want to achieve in the future. In doing so, we will make an active contribution to several sustainable development goals, defined by the United Nations.

We are fully aware we cannot realise our ambitions on our own. Many organisations across the globe will need to work together to meet the challenge of feeding 9 billion people by 2050. So let this report also be an open invitation to start the constructive conversations and active collaborations which will enable us to build a sustainable future for generations to come.

Bernard Deryckere
CEO Alpro
President European Food & Beverages WhiteWave

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Profitable growth

2020 Vision

A Key focus for 2020

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Our engagement with society

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An even more sustainable future

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Executive summary: Sustainable Strategy 2020

Alpro is leading the way in 'shared value creation'

KEY FOCUS 2020

At Alpro, sustainability and economic growth go hand in hand. It's an exciting combination: by putting our healthy, sustainable and innovative plant-based foods into the mainstream, we are creating shared value, helping both society and our company to thrive. We help to address challenges relating to food, our health and a sustainable planet. That's the core of our vision on sustainability: we want to be part of the solution.

KEY TARGET 2020

Alpro's ambitions for growing a sustainable business are centered on three strategic pillars:

Healthy food

Sustainable food

Profitable growth

These three strategic pillars build on the current strengths of our core business. Each pillar contributes to achieving our ambitious and challenging mission of "changing the way the world eats for the better", which is at the heart of our day-to-day work at Alpro.

PROJECT HIGHLIGHTS



HEALTHY FOOD

“Developing healthy and tasty plant-based foods for everyone’s wellbeing”

Rebalancing between animal-based and plant-based foods brings numerous health benefits. A plate filled with two-thirds plant-based foods is a great way to help take care of your health and wellbeing.

At Alpro we continuously strive to make plant-based foods even tastier and to optimise their nutritional profiles. In this, further reducing sugar and saturated fats are key focus points for 2020.

portfolio
70%
low in saturated fat

sugar reduction
12.5%
of total portfolio

Sugar reduction:

There are many different types of sugar. Some are naturally present in foods, such as lactose in milk and others are added to foods, such as beet or cane sugar. But all sugar gets treated by the body in a similar way and provide the same amount of calories -4kcal per gram of sugar.

This is an area we’ve been working on for years, and we have developed a long term ‘sugar vision and strategy’, both reducing sugar content and offering unsweetened alternatives.

We achieved a 12% reduction in sugar in our complete portfolio between 2006 and 2014 and are targeting a further 12,5% by 2020.



SUSTAINABLE FOOD

“Living comfortably within the natural capacity of our planet”

Alpro and plant-based eating can be part of the solution to make our food system more sustainable. Plant-based foods are highly resource-efficient - in other words, they use less natural resources such as land, water and energy compared to animal-based products.

In order to further improve the performance of our products, our key focus points for 2020 are carbon reduction, sustainable sourcing of our ingredients and making the most of water.

Carbon
achieve science-based target

Sourcing soyabeans locally:

Local sourcing is a significant step towards true sustainability. It helps in securing the supply of non-GMO soyabeans, builds shorter supply chains and makes local agriculture more sustainable.

We have reintroduced soyabean cultivation in France, and in Belgium we have entered a partnership to develop the right variety suited to our climate, while providing added value to farmers as rotation crop. Who would have thought, just a few years ago, that we will soon be able to grow the majority of the soyabeans we need within Europe?



PROFITABLE GROWTH

“Driving growth through innovation, communication and partnerships”

Alpro has set out a very ambitious innovation and growth strategy to take its plant-based products even further into the mainstream. Making a variety of tasty and attractive plant-based products widely available to consumers is a fundamental part of our sustainable development strategy.

Key focus points for 2020 to achieve that growth include innovation, communication and strategic partnerships.

innovation breakthrough
>15%
of net sales

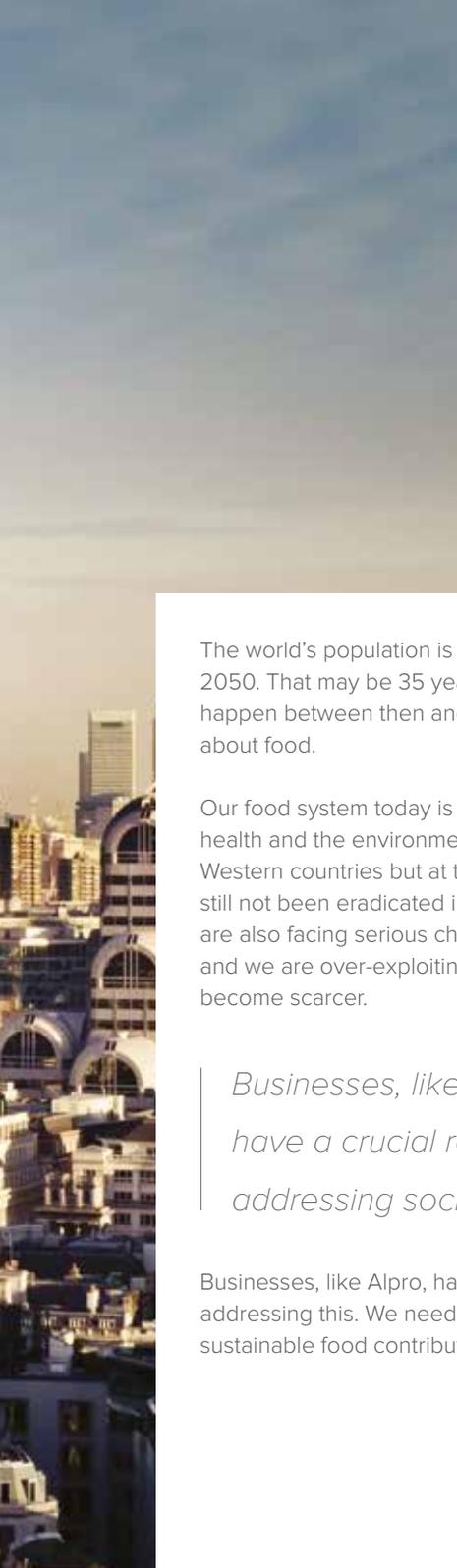
Plant-based market
5%
share of EU dairy market

Partnerships with our customers:

We are already working closely with a number of our customers to make our plant-based products ever more widely available in stores throughout Europe. We intend to cross-fertilise sustainability strategies and work out ‘win-win’ opportunities for maximum sustainability and health impact.

Pioneer in
ONE
Planet Thinking





What in the world are we going to do?

The world's population is expected to reach 9 billion by 2050. That may be 35 years away, but a lot needs to happen between then and now. It's time to get serious about food.

Our food system today is unsustainable for both our health and the environment. Obesity is a problem in Western countries but at the same time, hunger has still not been eradicated in a big part of the world. We are also facing serious challenges on climate change and we are over-exploiting the planet while resources become scarcer.

*Businesses, like Alpro,
have a crucial role to play in
addressing societal challenges.*

Businesses, like Alpro, have a crucial role to play in addressing this. We need to show how healthy and sustainable food contributes to reversing this trend.

Increasing plant-based eating delivers real benefits for a healthy lifestyle. And plant-based foods use less land, water and create less CO₂ compared to animal-based foods. We believe part of the answer to the challenge lies here.

Governments across the world are beginning to recognise the importance of healthy and more sustainable diets, but changing deeply rooted consumer habits is far from easy. The only way we'll get there is through concerted action by a wide range of stakeholders: government, the food industry, schools, retailers, caterers, NGOs, and many others all have a part to play. And so do you. Diets will change through evolution not revolution, through individuals' decisions and not compulsion. And the importance of plant-based foods will undoubtedly increase as part of a changing human diet.

Introducing Alpro

Alpro is the European market leader in plant-based food products (drinks, plant-based alternatives to yogurt and cream, desserts and margarines). In 2012, Alpro expanded its soya range with drinks made with almonds and hazelnuts, and more recently also with rice, oats and coconut. For more than 35 years, Alpro has developed and produced healthy plant-based products in a sustainable way.

Late 70s

Start! The pilot years

1983

Launch of the organic brand Provamel

1988

Building of the factory in Wevelgem, Belgium

1995

Launch of plant-based alternative to yogurt

1996

Acquisition of Sojinal, France

1996

Establishment of Alpro Foundation vzw

1996

Foundation of Alpro (UK) Ltd

December 2000

Foundation of Alpro, Germany

January 2001

Start of sales office UK

June 1, 2006

Foundation of Alpro Nederland BV

2007

Opening of new headquarters in Ghent, Belgium

2009

Dean Foods takes over Alpro

2012

'Alpro goes nuts': launch of almond and hazelnut drink.

October 26, 2012

Partial spin-off of WhiteWave from Dean Foods

March 8, 2013

Launch of Alpro Social Fund

July 25, 2013

Full spin-off of WhiteWave from Dean Foods

December 2013

The milestone of EUR 300m turnover is achieved!

April 29, 2015

The 1000th Alpro employee starts in production at Wevelgem, Belgium

2016

What will the future bring?

Alpro, the European segment of WhiteWave



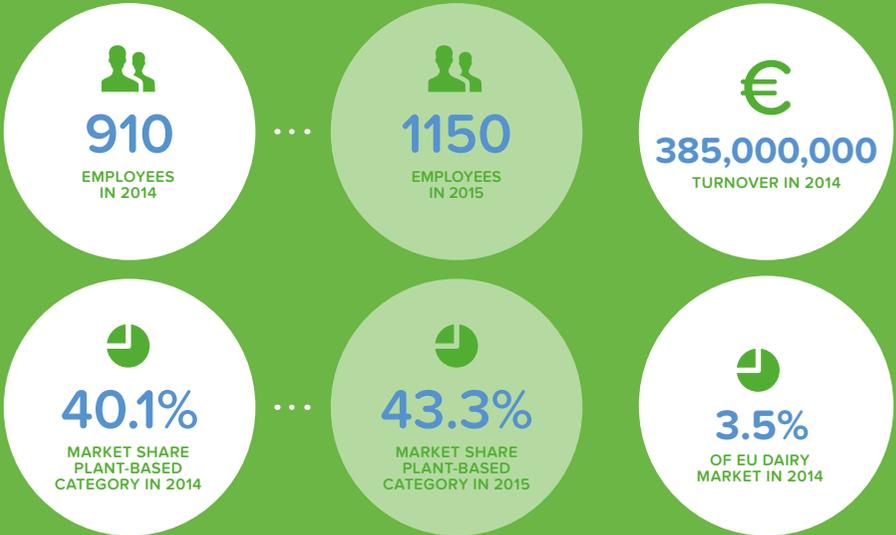
The board of Alpro SCA comprises a combination of Alpro executives and executives of its parent company, The WhiteWave Foods Company:

- Bernard Deryckere, Director, Permanent Representative and CEO
- Kelly Haecker, Director
- Roger Theodoresis, Director

Alpro Europe



Six global figures



Two local brands

Changing the way the world eats for the better



Inspiring you to discover the goodness of plant-based foods



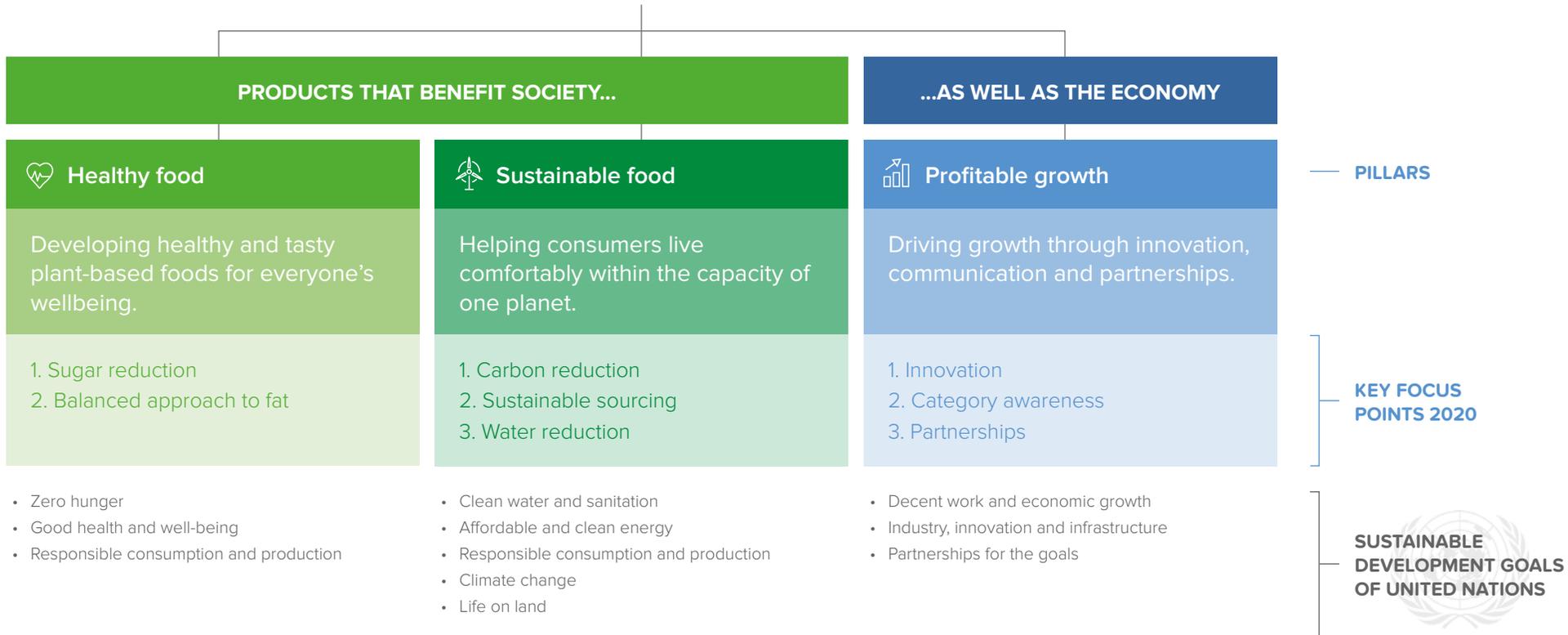
Offering organic & vegetarian food for thought

“Changing the way the world eats for the better by creating delicious, naturally healthy plant-based foods, for the maximum wellbeing of everyone and with the utmost respect for our planet.”

MISSION

By making plant-based eating mainstream, we create shared value.

CORE BELIEF



Vision: Creating shared value

What does it really mean for a company to be sustainable? We strongly believe it comes down to creating value for society, achieved as a result of being a successful business. And the most important aspect of creating this shared value is that the product or the service a company offers also benefits the community at large. The core of this vision is strongly embedded in Alpro's business model: producing healthy, resource efficient and innovative plant-based foods.

“By putting healthy, sustainable and innovative plant-based foods into the mainstream, we are creating shared value: helping both society and our company to thrive.”

Our plant-based products are...

 **Healthy**, because plant-based eating is generally associated with a diet that is low in total fat and saturated fat, is a good source of unsaturated fats and contains fibre, all of which is in line with international and national dietary recommendations. Most Alpro products are also a source of calcium, vitamins B2, B12 and D and contain no artificial colours or preservatives.

 **Resource efficient**, because plant-based foods have a lower environmental impact than animal foods.

 **Innovative**, because we are really only just discovering the great things that can be done by using new plant-based ingredients, creating new products and opening up new markets. All of which is helping more consumers in more parts of the world to make easy healthy and sustainable choices.

Changing the way the world eats for the better

We will only change the way the world eats for the better if the world is receptive to change. We have to continue to develop attractive, healthy, innovative and tasty plant-based foods, offering more possibilities, new products, and using a wider range of ingredients. This will help all of us to embrace a diet which is two-thirds plant-based, offering a wide range of nutrients that contribute to positive health and well-being.

We have to keep working at the nutritional profile of our products and at our own social and ecological performance as a company, every day. That's why we have created the **three strategic pillars** which build on our current strengths and which create an ambitious vision for 2020 that is inseparably linked to the core of our business.

This biannual sustainability report results from the close collaboration of the Sustainable Development Core Team under the lead of Alpro's VP Strategy and Business Development and our Sustainability Manager. The SD Core Team is made up of representatives from Alpro's main departments right across the business.



Healthy Food

“Developing healthy and
tasty plant-based foods for
everyone’s wellbeing”





Healthy food: 2020 Vision

What is plant-based eating?

Plant-based eating shifts the dietary balance away from animal-based foods and in favour of plant-based foods such as fruit and vegetables, wholegrains, cereals, peas and beans, pulses, nuts, seeds and also plant-based alternatives to dairy and meat.

Health benefits

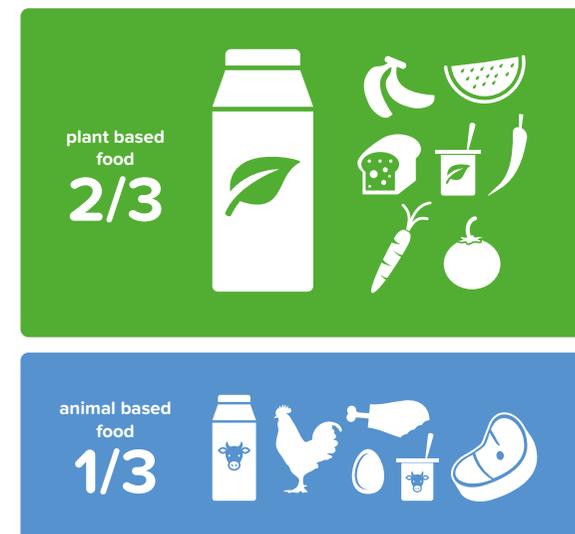
Increasing plant-based foods in the diet delivers numerous health benefits and fits perfectly with a healthy lifestyle. Scientists agree: a plate filled with two-thirds plant-based foods is a great way to help take care of your health and wellbeing.

- Plant-based foods made from soya provide high-quality proteins, are naturally lactose free and easy to digest.
- Plant-based foods tend to be lower in fat, especially saturated fat, and have a better unsaturated/saturated fat ratio. Getting this right is a core recommendation for maintaining healthy blood cholesterol.
- Plant-based diets generally have a higher fibre content. Increasing fibre intake can be helpful as part of a lower calorie diet for maintaining a healthy weight.

Increasing plant-based foods in the diet delivers numerous health benefits and fits perfectly with a healthy lifestyle.

Healthy food: A key focus for 2020

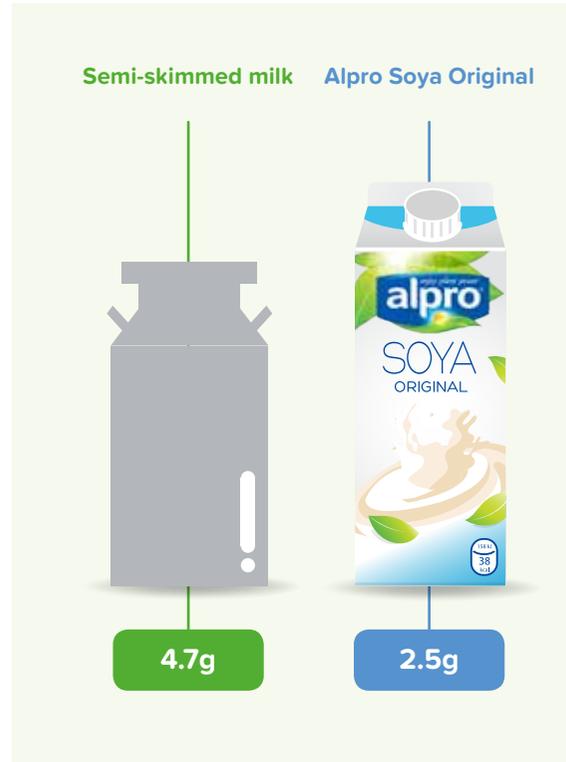
At Alpro, we are continuously improving our products to make them even tastier and to optimise their nutritional profile. For this to work, reducing sugar and saturated fats are key.



1. Sugar reduction

There is growing interest in limiting the sugar content of foods, but Alpro has been striving to further reduce sugar in its products since 2006. Jump forward 10 years and consumer awareness of the issue is rapidly increasing, while governments and health organisations have started campaigns to cut down on sugar. Thankfully, the food industry is launching more and more reduced sugar products.

Glucose, lactose, sucrose... there are many different types of sugars. Some are naturally present in foods, such as lactose in milk or fructose in fruit. Others are added to foods, as beet sugar, cane sugar or syrup. All sugar, added and naturally occurring, is made of the same sugar molecule building blocks. That's why all sugar gets treated by the body in a similar way and provide the same amount of calories – 4kcal per gram of sugar.



Alpro plain drinks and plain plant-based alternatives to yogurt have significantly lower sugars levels than similar dairy products, which contain about 5g of lactose (milk sugar) per 100ml.

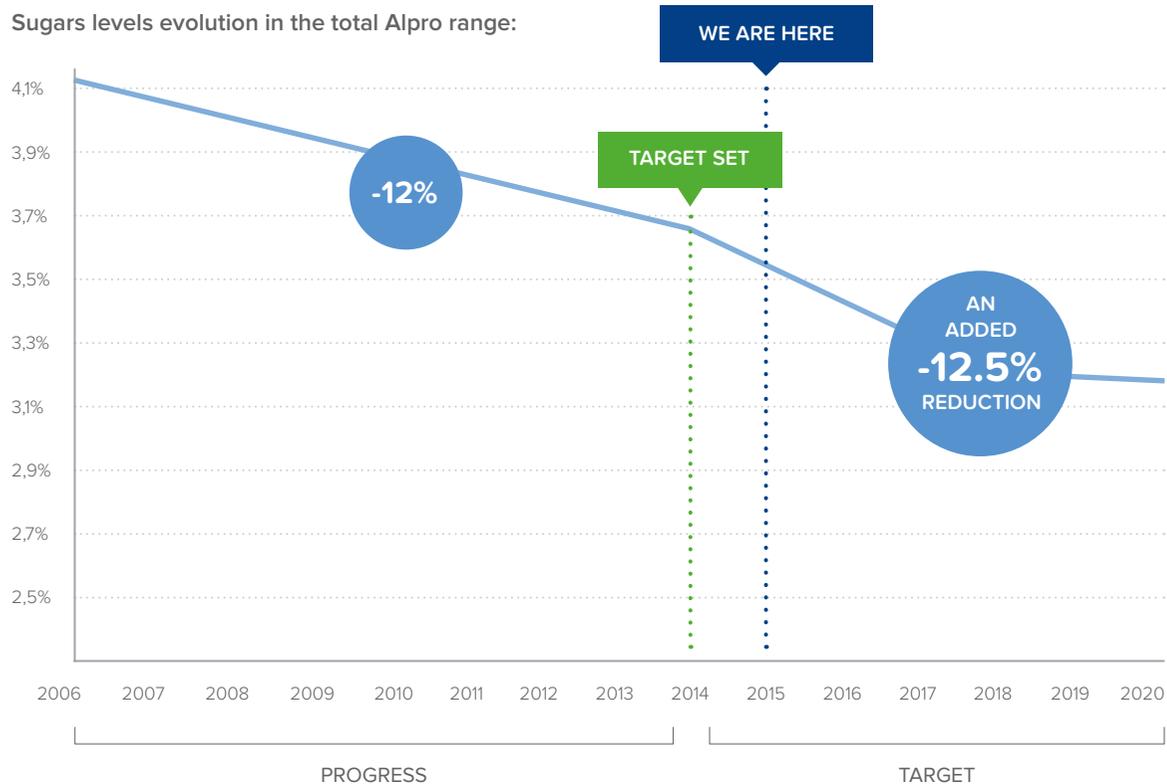


Progress

We achieved a 12% reduction in sugar in our complete product portfolio between 2006 and 2014 and are targeting a further 12.5% reduction by 2020. Of course, maintaining the excellent taste and high quality of our products is key in this process.

The Alpro range now includes choices with a variety of sugar levels:

- Products that are 'sugar-free' (less than 0.5g sugar/100ml), like unsweetened almond drink and unsweetened soya drink.
- Products that are "low in sugar" like our original soya drinks (max 2.5g sugar/100ml) or plain plant-based alternatives to yogurt (less than 5g sugar/100g)
- Products that "contain 30% less sugars than is typical in the market" like our vanilla soya drink (6.4g sugars/100ml)



Strategy

- A long term 'sugar vision and strategy' has been developed to reduce sugar in existing products, and to offer plant-based innovations with low sugar content without the use of artificial sweeteners. We're continuously testing new ingredients and technologies which allow us to make constant improvements to our products.
- We want to increase consumer knowledge on sugar by clearly communicating on the nutritional content of new and existing products and by providing information to health care professionals.



Target

We want to achieve a further reduction of 12.5% in average sugar levels in our complete portfolio between 2014 and 2020.



2. A balanced approach to fat

Limiting the intake of saturated fats is part of a healthy diet. Most Alpro plant-based drinks, soya desserts and soya alternatives to yogurt are naturally low in saturated fat, while plant-based alternatives to cream made from soya or rice have an excellent fatty acid composition and are rich in unsaturated fatty acids.



Progress

We have always been committed to offering our consumers a 'low in saturated fats' product range. At least 70% of our complete product portfolio carries a 'low in saturated fat' claim today.



Strategy

Our product strategy is to keep reducing saturated fat in our product range.

- We will launch new and innovative products that are low in saturated fats
- We will continue to manage total fat content in our products and only allow the addition of low amounts of saturated fats in our products where functionally necessary
- We will screen and assess ingredients that can reduce or replace fat.



Target

Innovation is at the heart of what we do, but our commitment to offer a healthy product range is a key aspect of our vision on sustainability. Throughout our innovation processes, we will continue to maintain that at least 70% of Alpro products are able to carry a 'low in saturated fat' claim.



Sustainable Food

“Living comfortably within the natural capacity of our planet”







Sustainable food: 2020 Vision

There's a broad awareness that as a society we are exceeding the natural limits of our planet. We will need two planets by 2030 to meet overall consumption demands if we carry on as we are.

The core of our vision on sustainability is that Alpro can be part of the solution. Plant-based foods are resource efficient compared to animal-based foods such as dairy products. In other words, they use less planet! We firmly believe that the biggest opportunity for change lies when more consumers consume our products. Together we are taking the necessary steps for our food system.

Plant-based uses less planet!

As shown in a recent Life Cycle Analysis (LCA) report¹, eliminating animals from the food production process has a significant impact: it's a choice that results in major savings in CO₂, land and water use. That's demonstrating that changing the way the world eats for the better is feasible.



¹Ecofys, 2015. LCA of Alpro Plain Calcium Soy drink and Dairy Milk. ISO 14044 compliant.

One Planet Thinking

Alpro has always been a frontrunner in sustainability. But over the past two years, we've been asking ourselves the question: Is what we're doing good enough? We are all getting familiar with assessing the impact of products or services using LCA. But how does this relate to the planet's natural limits? And to what extent do we need to further improve the ecological footprint of our products?

We recognise that we must do better but also have to operate within the limits of our planet's natural capacity. One Planet Thinking, a new and pioneering methodology, is a way for companies to both look at their own ecological performance and also consider what is needed for a healthy and resilient planet for future generations.

As a pioneer in sustainability, we are currently pilot-testing this approach to better understand the relationship between the ecological performance of our products and the natural capacity of our planet, leading to an action plan to close the gap, if needed.

www.oneplanetthinking.com

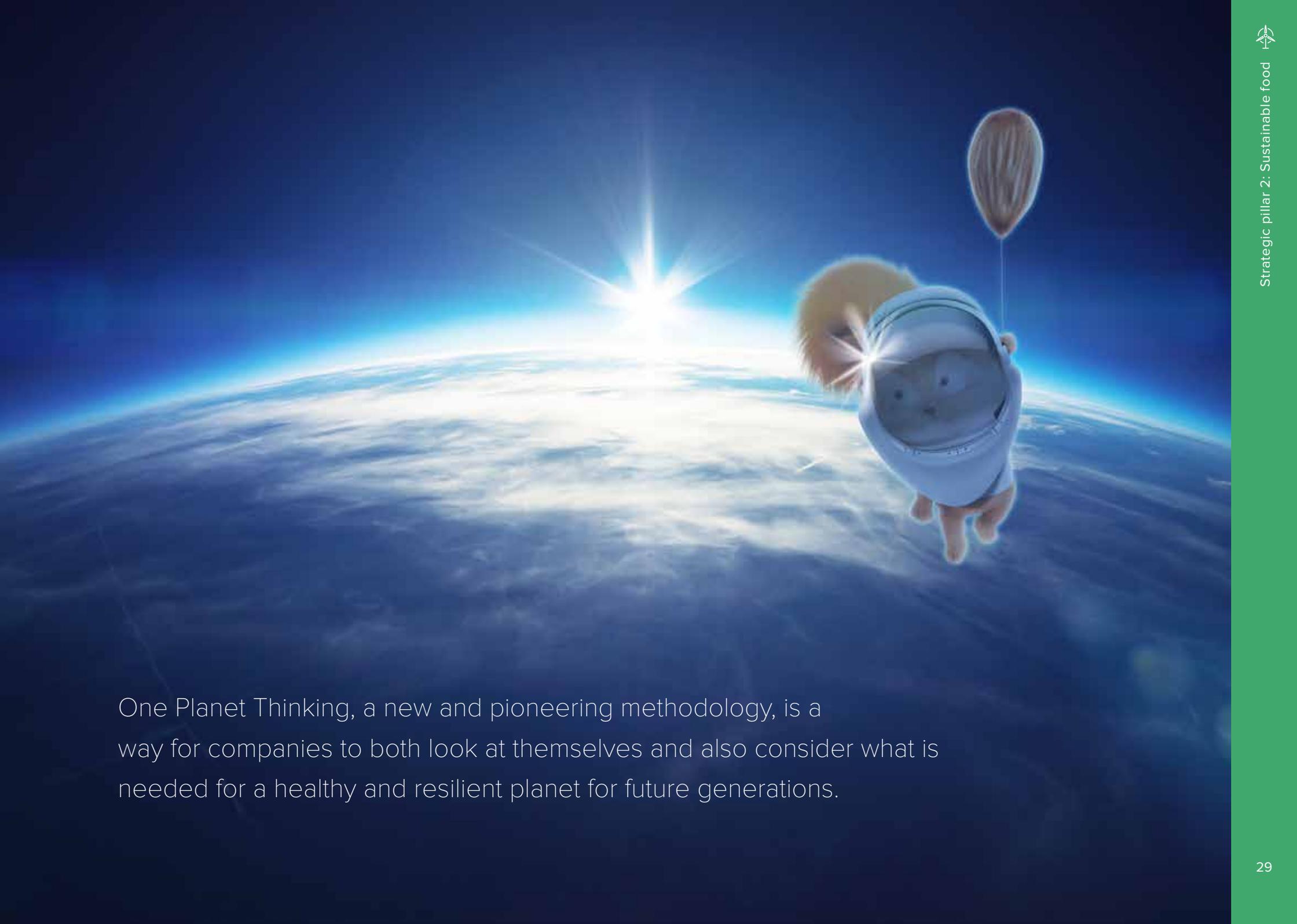


We will need two planets by 2030 to meet overall consumption demands worldwide.



Community of Science
with sustainability
experts & universities

Community of Practice
with companies
leading in sustainability

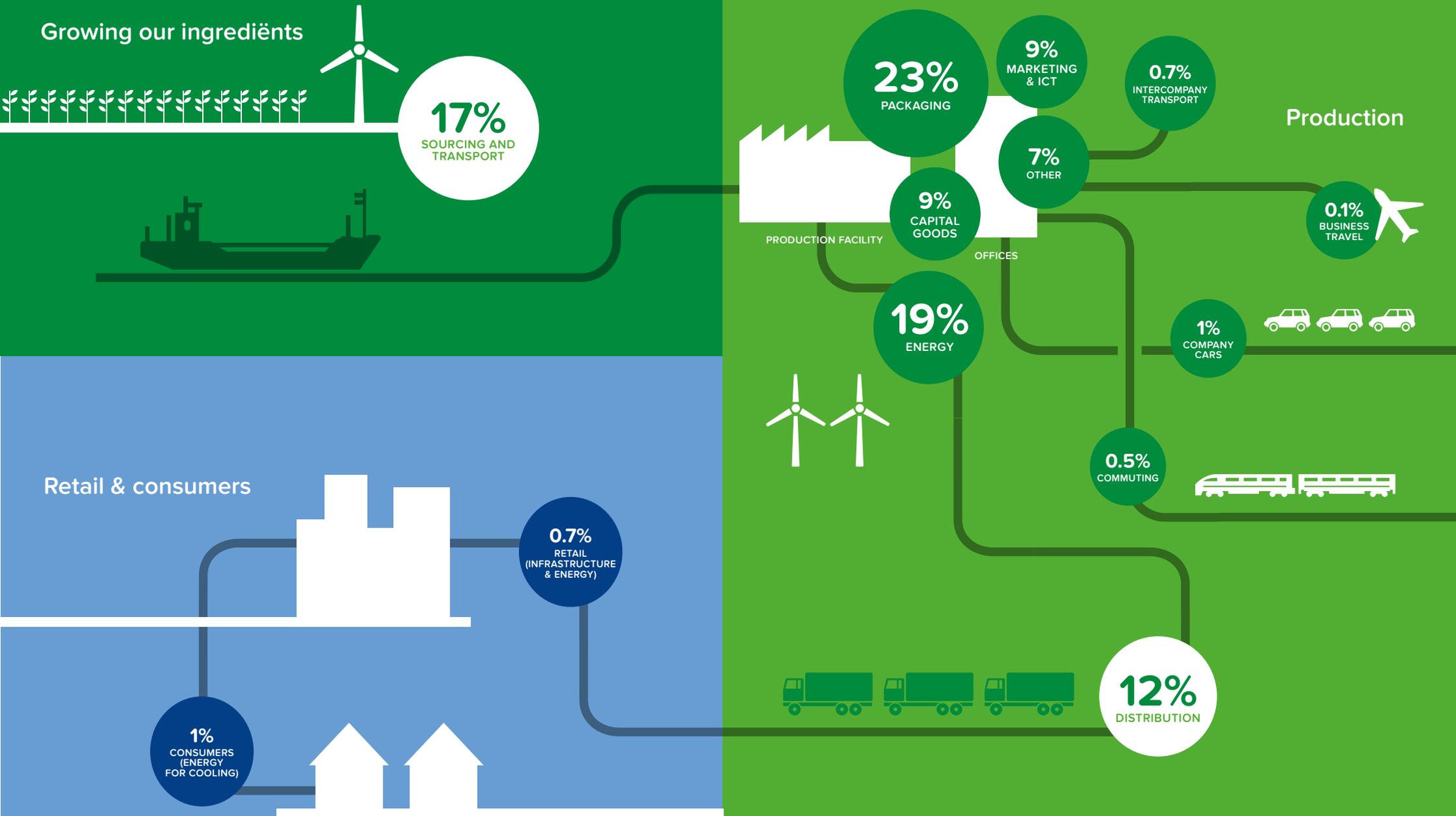


One Planet Thinking, a new and pioneering methodology, is a way for companies to both look at themselves and also consider what is needed for a healthy and resilient planet for future generations.



Alpro's value chain carbon footprint 2014

relative impact per production step



Sustainable food: A key focus for 2020

1. Carbon reduction

Carbon reduction has long been a key focus for Alpro. We believe it is one of the greatest challenges our generation is facing.

Alpro's company-wide carbon footprint 2014

The total carbon footprint for Alpro in 2014, calculated according to the Greenhouse Gas Protocol, was 174,870 tonne of CO₂e:

- Key sources of carbon emissions are packaging and the transport of packaging to our factories (23% of total footprint), energy consumption in production (19% of total footprint), sourcing ingredients and transport (17% of total footprint), and distribution (12% of total footprint).
- We have reduced our absolute scope 1 and 2 emissions by 10% between 2008 and 2014, despite a growth in production volume of 47%.² This has resulted in a relative carbon emissions decrease of 39% for our scope 1 and 2 emissions.
- In line with the Greenhouse Gas Protocol, scope 3 emissions were calculated by a combination of actual emissions (e.g. transport, packaging) and estimated emissions (e.g. capital goods and marketing - calculated by multiplying actual expenses by general emission factors). The high growth in scope 3 can mainly be explained by the strong growth of the business and the very high investment budget in capital goods in 2014.

| Carbon emissions 2008-2014 | | | | | |
|----------------------------|----------|---------|---------|---------|---------|
| Tonnes CO ₂ | | 2008 | 2010 | 2013 | 2014 |
| Scope 1 | Absolute | 20,793 | 18,482 | 17,683 | 23,022 |
| | Relative | 0.088 | 0.071 | 0.059 | 0.066 |
| Scope 2 | Absolute | 13,492 | 10,372 | 9,231 | 7,679 |
| | Relative | 0.057 | 0.040 | 0.031 | 0.022 |
| Scope 3 | Absolute | 76,484 | 82,377 | 98,488 | 144,169 |
| | Relative | 0.323 | 0.317 | 0.331 | 0.414 |
| Scope 1 + 2 | Absolute | 34,285 | 28,854 | 26,914 | 30,701 |
| | Relative | 0.145 | 0.111 | 0.091 | 0.088 |
| Scope 1 + 2 + 3 | Absolute | 110,769 | 111,231 | 125,402 | 174,870 |
| | Relative | 0.467 | 0.428 | 0.421 | 0.503 |
| Volume (Ktons) | | 237,082 | 260,011 | 297,845 | 347,930 |

- Absolute emissions: ton CO₂e
- Relative emissions: ton CO₂e per ton product
- Scope 1: All direct GHG emissions
- Scope 2: Indirect GHG emissions from consumption of purchased electricity, heat or steam
- Scope 3: Other indirect emissions

² These volumes were corrected, in accordance with the Greenhouse Gas Protocol, following the divestiture of our Landgraaf operations (Meatfree) in 2014



Provamel has a main carbon policy objective of reducing emissions from production. Any element that cannot be reduced today is offset with carbon credits (2014: 2,132 tons of CO₂e) which ensures that production under the Provamel brand is carbon neutral.

Carbon credits from WeForest, an international non-profit association, are invested in the 'Great Green Wall' project, aiming at planting a continuous 'wall' of trees stretching for 4,300 miles (and 9 miles wide) across the entire African continent. Involving nine African nations, this is a pioneering and unique approach to addressing desertification.

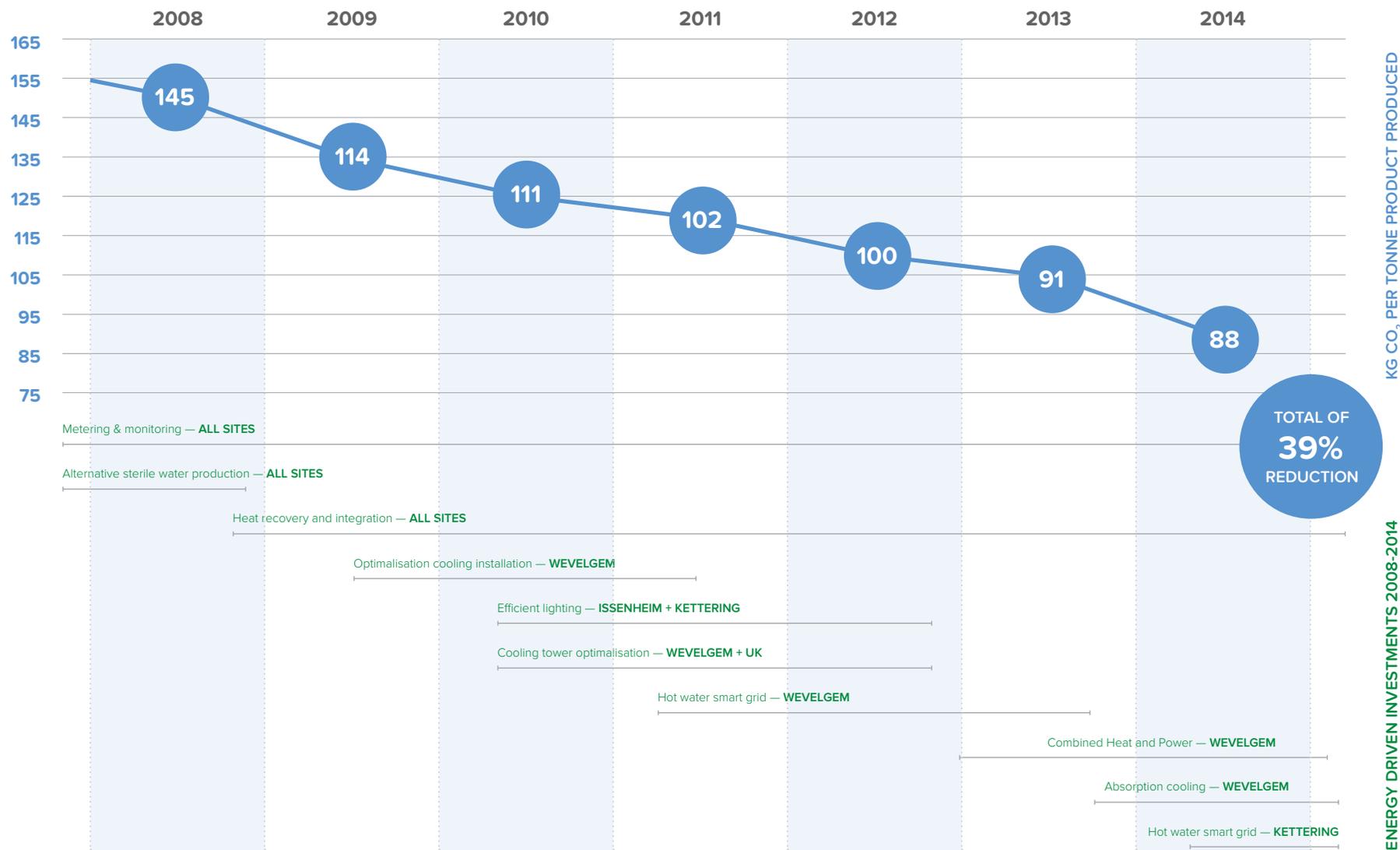
Village by village, local communities are engaged in collecting seeds and caring for the trees, transforming bare land into fertile, biologically diverse and productive forests. This supports livelihoods in the region and strengthens the local communities.



Progress

We are proud to say that Alpro is a true pioneer in reducing the energy needed to make our products. Our track record is strong. Reducing energy use was included in the company's objectives in 2006 and by 2008 we had appointed a full-time divisional energy manager and developed a strategic plan and an energy 'road map'. We set ambitious targets for energy consumption in all departments, from the offices to the factory floor. An extensive monitoring system was rolled out and energy-efficiency measures were introduced. Today, energy efficiency is deeply embedded in the management and development of our facilities.

Energy-efficiency track record 2008 - 2014



Evolution of our relative scope 1 and 2 emissions (kg CO₂e per tonne product) on divisional level between 2008 and 2014



Strategy

Science Based Targets: at the forefront of sustainability

The Science Based Targets initiative, set up by the Carbon Disclosure Project, United Nations Global Compact, World Resources Institute and WWF, invites Alpro to answer the question: 'Is what we're doing, good enough?' We are now committed to reduce our emissions in line with this global reduction pathway which aims to limit global warming to below 2°C, thus avoiding its worst impacts on people and society.

We are now committed to reduce our emissions in line with this global reduction pathway which aims to limit global warming to below 2°C

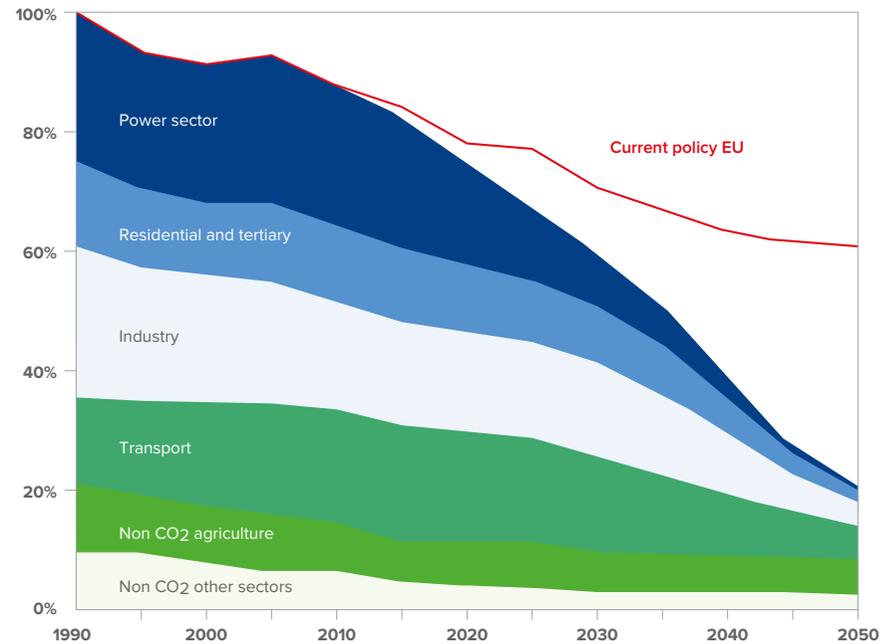
In order to achieve our targets we will continue our groundbreaking work in energy efficiency, developing a company-wide vision and implementation plan on renewable electricity. We will continue to collaborate with our suppliers in reducing our carbon emissions throughout the supply chain.



Target

Scope 1 and 2: Science-based targets for Alpro's combined scope 1 and 2 (production) carbon intensity are being developed and will be finalised by 2016.

Scope 3: We will examine the possibilities of science-based carbon reduction targets for packaging and non-soya ingredients. During 2016 it should be clear whether Alpro can set science-based targets for these 'scope 3' emission categories, or other quantitative or qualitative targets.



EU greenhouse-gas emissions should fall by 80% by 2050, relative to 1990 levels, according to the European Commission's low carbon 2050 roadmap

As packaging is an important factor in our environmental footprint, we are collaborating closely with Tetra Pak, our biggest supplier in this field.

Tetra Pak is committed to operate as sustainably as possible, in line with its own ambitious sustainability strategy. Our joint achievements over the past two years have had a positive impact on our sustainability performance.

- In Tetra Pak's factories there have been significant achievements on renewable energy and energy-efficiency measures since 2010.
- The most energy-efficient filling equipment in Alpro's production plants uses less than a third of the energy of standard machines from the 1990s, and since 2000 the water consumption of filling machines has been halved.
- As an early adopter, Alpro launched the first Forest Stewardship Council (FSC) labelled package in 2010 and today every Alpro carton package carries an FSC label, highlighting our joint commitment to responsible forestry around the world.



Climate Savers

Climate Savers is a global initiative by World Wildlife Fund (WWF) to engage with business and industry on climate and energy. Member companies take on two important and ambitious commitments: to become the 'best in class' in reducing greenhouse gas emissions, and to influence market or policy developments by promoting their vision, solutions and achievements. Alpro was the first European food company to enter this ambitious programme.

2008 – 2013: We over-achieved on our reduction targets

During the first period of the partnership (2008 – 2013) Alpro's Climate Savers commitment was to keep its plants' 2013 CO₂ emissions below 2008 levels. The results were spectacular: the absolute CO₂ emissions from Alpro's plants decreased by 21%, despite production increasing by 26%.

Our target was to get the CO₂ produced per tonne of product down from 0.145t to 0.112t per tonne. In the end we smashed this target to reach 0,091t per tonne, mainly thanks to the well integrated energy efficiency policy in our factories.

A cornerstone of Alpro's strategy and brand communication, endorsed by WWF, is the fact that plant-based food and drinks have a lower impact on the climate than animal-based food and drinks.

Climate Positive Action

A cornerstone of Alpro's strategy and brand communication, endorsed by WWF, is the fact that plant-based food and drinks have a lower impact on the climate than animal-based food and drinks. By substituting animal-based products with plant-based products, Alpro plays a role in reducing greenhouse gas emissions through its product use and can claim such emission reductions as climate-positive action.

Going forward

We are in the process of setting science-based targets as part of our ongoing Climate Savers engagement.

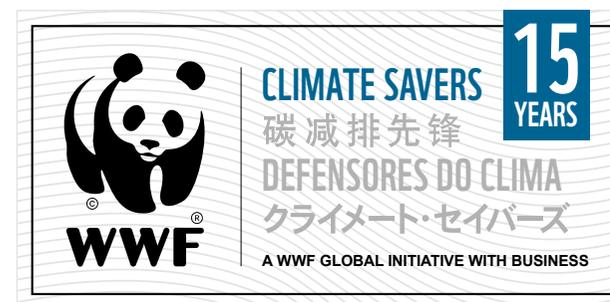


Photo credit: © Michel Gunther / WWF

2. Sourcing sustainable ingredients

Sourcing the right ingredients is vital for Alpro. It is at the heart of Alpro's commitment to our consumers because the quality of our raw materials determines the quality of our end products.



Progress

1. Soya

Our company started over 35 years ago with one nutritious ingredient - soya, turning it into plant-based alternatives to dairy products. Our founders believed that to feed a growing world population, eating more plant-based food was a significant step in the right direction. Furthermore, the whole process of producing it should be as natural, ethical and sustainable as possible.

This vision is reflected more than ever today in the way we source our soyabeans. We work closely with agronomists, farmers and cooperatives to create and build long term partnerships that ensure complete supply chain integrity. Our entire chain is only as strong as the spirit of collaboration between the people involved, so a shared commitment to sustainability is essential.



We work in harmony with the seasons, following the annual crop cycle. We regularly visit our suppliers, auditing the social, environmental and ecological aspects of growing our ingredients as well as product quality and traceability. These relationships are central to secure sustainable raw materials for sustainable growth.

The special soya varieties we select are non-GMO and certified to the ProTerra Standard.

ProTerra certification is the acknowledged industry leader for socially responsible and environmentally sustainable, non-GMO soyabeans. Based upon criteria developed by WWF and COOP Switzerland, ProTerra is a standard which requires:

- 100% non-GMO soyabeans
- Good labour practices including workplace safety, equal opportunities, protection of children, and absence of forced labour
- Protection of the rights of communities, indigenous people, and smallholder farmers
- Good agricultural practices with regard to soil fertility, water management and reduced input of fertilisers and pesticides.

Our supply of ProTerra certificated soyabeans is audited annually by the independent certification body, Cert ID. This certification not only helps us to keep focused on our sustainability goals but is essential reassurance to Alpro, its customers and consumers.

The special soya varieties we select are non-GMO, 100% sustainably sourced and certified to the ProTerra Standard.

Local sourcing is a key aspect of making our supply chain more sustainable. We have successfully reintroduced soya cultivation in France and are taking the first important steps to do the same in Belgium (check out the project card on page 42). We are currently also extending our soya bean sourcing to other countries within Europe, such as Italy and Austria.





2. Almonds

The story of the almond tree has roots that go deep – to before 3,000BC when the sweet and fragrant nuts were first cultivated around the Mediterranean.

Today we make a deliberate choice to source our almonds as locally as possible.

Today we make a deliberate choice to source our almonds as locally as possible. Cultivation in Mediterranean areas – our nearest source of supply - is actually a small-scale, traditional industry. These traditional, smaller orchards are less affected by issues related to mass cultivation and 90% of the production is rain fed. If the orchards are irrigated, only drip feed techniques are used, and this only for a couple of weeks a year. Increasing demand for sustainably grown almonds also brings economic benefits which mean that new research into better varieties becomes worthwhile.



Strategy

There are two important building blocks of our sustainable sourcing strategy:

1) Continuous improvement

- Every Alpro supplier is required to commit itself to our Ethical Charter, based on the UN Global Compact and its 10 principles which reflect:
 1. *The Universal Declaration of Human Rights*
 2. *The International Labour Organisation's Declaration on Fundamental Principles and Rights at Work*
 3. *The Rio Declaration on Environment and Development*
 4. *The United Nations Convention Against Corruption*
- Sourcing the right soya has long been Alpro's top priority for sustainable development. Now we're trying to match success we have had with soya for the latest Alpro range extensions of almond, rice and coconut products. We will examine the social and environmental certification of non-soya ingredients with the aim of reducing our products' ecological footprint and enhancing local communities.

- Local sourcing of soya is a key aspect of our sustainable sourcing strategy. This will help secure the supply of non-GMO beans, build shorter supply chains with a lower environmental footprint and make local agriculture more sustainable with the implementation of crop rotation.

2) Transparency

- We will continue to share information about our supply chain and to communicate where our ingredients come from and how they are cultivated, harvested and distributed.



Target

Strategic ingredients - almonds, rice and coconuts:

- Feasibility study for sustainability certification in 2016
- Further development of 2020 target setting during 2016

Local sourcing

- Soya for Alpro: 50% EU-sourced by 2016
- Soya for Provamel: 100% EU-sourced by 2017



“Alpro is a leader in implementing sustainability. We are delighted ProTerra is Alpro's standard of choice for sourcing agricultural inputs, ensuring that cultivation, harvest and production are carried out with respect to both people and the environment”.



AUGUSTO FREIRE,
PRESIDENT OF THE
PROTERRA FOUNDATION

Sourcing soya in France, and the Belgium Netherlands

There is a growing demand for local, responsibly produced raw materials and the cultivation of soya in Europe is, for Alpro, the biggest opportunity to meet this need.

France

We have successfully reintroduced soya cultivation around our factory in Issenheim, France. In Alsace, maize is the main crop for farmers and introducing a rotation crop has the benefit of reducing the risks of monoculture. A successful test was launched as long ago as 2004 in collaboration with the local farmers and over the following few years we developed the right soyabean varieties and specific storage and cleaning techniques. Within only five years, the entire soya needs of our French production site could be met by the locally grown crop.

Within only five years, the entire soya needs of our French production site could be met by the locally grown crop.

Belgium and The Netherlands

Soya usually grows in climates with hot summers, so the choice of the right crop variety is crucial for successful cultivation in relatively cold Western Europe. And only early varieties manage to produce the dry beans we need by the end of the growing season.

Since 2014, Alpro has been part of a four-year project on introducing of soyabean cultivation in Belgium launched in partnership with IWT, the government agency for Innovation by Science and Technology, the Institute for Agricultural and Fisheries Research (ILVO), and the University of Leuven.

Research into local soya cultivation

ILVO selected 16 varieties which are being grown on sandy loam and sandy soil. "The goal is to study if soyabeans are economically interesting for the farmers of Flanders," says Sofie Goormachtigh, doctoral student at ILVO. "We experiment with the sowing time, the right varieties, optimum sowing distance, fertilisation, crop protection and proper soil bacteria, to maximise soyabean yield." Thanks to these scientific efforts, we may soon be able to increase yields which could result in the cultivation of larger volumes of a crop which has not been grown in Belgium before.

In addition, we will be able to source about 400 tonnes of locally grown Dutch soya in 2015. We have achieved this result in collaboration with our partner Agrifirm, a cooperative which brings together 17,500 enterprising Dutch farmers.

Thanks to these scientific efforts, we may soon be able to efficiently cultivate larger volumes of a crop which has not been grown in Belgium before.



3. Water

There is a vital need for the food industry to take a responsible approach towards using water sustainably.

Globally, about 86% of all water is used to grow food, so the choices made can have a big impact on water demand.

About 99% of the water footprint of our plain soy drink and plain almond drink is situated in the cultivation of the crops.

Water data

| | 2008 | 2013 | 2014 |
|--|-----------|-----------|-----------|
| Total water discharge (excl. Landgraaf site) (m3) | 720,728 | 799,765 | 930,526 |
| Total water consumption (excl. Landgraaf site) (m3) | 1,082,737 | 1,166,653 | 1,331,655 |
| Water consumption per litre end product (in production facilities) | 4.54 | 4.69 | 4.47 |



Progress

- Over recent years we have implemented a number of water efficiency measures, and have installed metering and monitoring systems. We are also achieving greater efficiency in our water use by putting longer runs through our production lines, thanks to the growth in our sales volumes.
- In collaboration with the Water Footprint Network we have created a water footprint analysis and a water risk assessment for 1 litre of soya drink and 1 litre of almond drink.
- Water used for cleaning the production lines is treated in our own wastewater treatment facilities before being discharged.



Strategy

Although we have taken first steps and have achieved a number of water efficiency wins over the last few years, water management is relatively new to Alpro. And there are some challenges ahead. Food safety requirements (a major priority for us) require water use. We also need to manage the expected increase in demand for single serve packaging which, alongside a thorough allergen management programme, is likely to drive up water use.

Moving forward with this crucial aspect of our sustainability vision requires some essential planning.

- A number of feasibility studies are in the pipeline to further reduce our water consumption by 2020.
- We have also committed to examining local projects around our manufacturing plants with the objective of restoring groundwater levels and improving local biodiversity linked to waterways.
- We will continue to examine ways in which we can improve the water footprint of the cultivation of our strategic ingredients.



Target

In manufacturing operations:

- Feasibility studies on a number of water reduction projects in our production units by 2016, e.g. use of river water for cooling and implementation of new discharge treatment techniques
- Further development of 2020 target setting from 2016

In cultivation of our strategic ingredients:

- Use results of our soya and almond drink water footprint and risk assessment to determine priorities towards 2020

Profitable Growth

“Driving growth through innovation,
communication and partnerships”





2020

Profitable Growth: 2020 Vision

We firmly believe that being a successful, growing business helps rather than hinders sustainability. And making a variety of tasty and attractive plant-based products widely available to consumers as a result, is a fundamental part of Alpro's sustainable development strategy. Historically Alpro only produced niche products for people who were lactose-intolerant, had a milk protein allergy or chose vegetarian products for ethical reasons. Consumers today are choosing

Making a healthy and sustainable choice has become easy.

Alpro products not only because they fit into a healthy diet and are sustainable, but because more than ever there is a large variety of tasty products to choose from. Last but not least, Alpro products are increasingly available across sales channels. Making a healthy and sustainable choice has become easy.

We have set out a very ambitious innovation and growth strategy to take our plant-based products even further into the mainstream. All of which helps to realise our vision of changing how the world is eating for the better.

Achieving profitable growth is also part of being a long-term sustainable company in the heart of Europe, providing employment for our local communities and contributing to a resilient economy. Following the expansion of our range in 2012, Alpro invested 75 million Euros in new production lines and by the end of 2014 had recruited 200 new employees. In 2015 Alpro invested 80 million Euros in eight new production lines in Belgium and the UK and 250 new colleagues will join the company by the year end.

We have set out a very ambitious innovation and growth strategy to take our plant-based products even further into the mainstream.

All of which helps to realise our mission of changing how the world is eating for the better; contributing to the health of our consumers and enabling people to live comfortably within the natural capacity of our planet.

Vision

Profitable Growth: A key focus for 2020

1. Innovation

Alpro is a company with a vision of a world where more of what we eat comes directly from plants – planet friendly, sustainable and healthy. This journey started over 35 years ago, turning nutritious soya into plant-based alternatives to dairy. Since then, our product range has broadened with new categories constantly being added: flavoured soya drinks; desserts; plant-based alternatives to yogurt and plant-based alternatives to cream. On top of that, a wide variety of plant based-products made from new ingredients including almonds, coconut, hazelnuts, rice and oats has further developed our portfolio.

Alpro is a company with a vision of a world where more of what we eat comes directly from plants – planet friendly, sustainable and healthy.

Innovation at Alpro starts from a deep understanding of food and consumer trends that is then translated into strategic opportunities. In doing so, we try to tackle some of the biggest challenges related to food production and consumption, providing not only significant business opportunities, but allowing us to make a positive contribution to mankind as well.



Progress

- We have seen 45% sales growth since broadening our product portfolio beyond soya in 2012
- Alpro is also an award winner. We have enjoyed accolades from across Europe in the past two years.



Strategy

- We are keen to develop new products and new ranges that match fundamental consumer and food trends
- We will make the most of advances in science both in our production processes and in creating brilliant new products
- Alpro will increase the variety of plant-based foods available to consumers by expanding into new categories and launching new ingredients



Target

Breakthrough innovations > 15% of Net Sales

Rewarded in all EU4 countries for our innovation power

2013

Innovation Award 2013 for Mild & Creamy, BE
Storecheck Sales Team Award 2014
Fresh Dairy, BE

Best Product 2013 for PBA YOG Strawberry
Rhubarb in category Dairy Products, DE

2014

Green Product Award, DE
Marken Awards 2014 Best Brand Relaunch, DE

Food Award for Almond Drinks, NL

Good Housekeeping Food Awards – Free
From Category winner – Alpro range, UK



Innovation is at the heart of what we do. It is driven in five big dimensions: brands, categories, countries, ingredients and channels.



“Through Alpro’s Climate Savers commitment, our partnership is an inspiring proof that economic growth is perfectly compatible with an ambitious carbon reduction pathway. WWF Belgium is proud to have promoted this forward-thinking approach with a Belgian company since 2011. In the future, WWF Belgium and Alpro both want to have a leading role in shaping the discussions on the sustainable diet in Belgium. A great and inspiring challenge to take up!”



LISA BENTES
CORPORATE PARTNERSHIP
MANAGER FOR WWF BELGIUM

2. Category Awareness

Encouraging consumers to make more sustainable food choices is part of Alpro's mission. This is why Alpro is also actively promoting a healthy plant-based diet through different channels.

Progress

- Our marketing campaigns encourage the inclusion of more plant-based ingredients in the daily diet of consumers right across Europe. We spend a lot on TV advertising, public relations and in-store marketing to ensure that consumers know as much about plant-based eating and Alpro as possible. For example, our innovative social media activity reached over 80 million consumers in an engaging way during 2014.
- We have delivered more than one presentation a month on sustainable diets over the past two years, reaching a broad audience of 1,000+ influencers in business, civil society, government, and education.
- The European Natural Soy Manufacturers' Association (ENSA), supported by Alpro, plays an important role in promoting the industry's interests at EU level.
- As a result, we are attracting new consumers into the plant-based category and building penetration day by day.

Strategy

We actively engage with consumers, customers, health care professionals, civil society and governments in order to create awareness of plant-based foods and their health and ecological benefits.

- We are entering into dialogue with our consumers, including through social media, and providing them with inspiring experiences with our products.
- We continue to create strategic partnerships with civil society. Alpro has already joined forces with WWF – the world's leading conservation organisation - in the UK and Belgium in a long-term partnership to help promote plant-based eating education and sustainable initiatives. Alpro's and WWF's visions on sustainable food are a perfect match, resulting in exciting projects including not only Climate Savers, but also the Green Ambassadors programme. We are also working together to set up a Plant-Based Coalition in the UK, a multi-stakeholder platform with the objective to build positive momentum about plant-based foods and the 1/3-2/3 concept and raise awareness about the need for dietary change and more plant-based eating.

Target

Plant-based non-dairy products represented 3.5% of the European dairy market in 2014. Our target is to increase this share to 5% by 2020.

We actively engage with consumers, customers, health care professionals, civil society and governments in order to create awareness of plant-based foods and their health and ecological benefits.



“At WWF we’re working tirelessly to safeguard our beautiful world. What we choose to eat can have a huge impact on natural resources and it’s a pleasure to work with Alpro, a company that understands the need for a sustainable food system. Together we’re exploring ways to promote the benefits of healthy diets and plant based eating for both people and nature.”

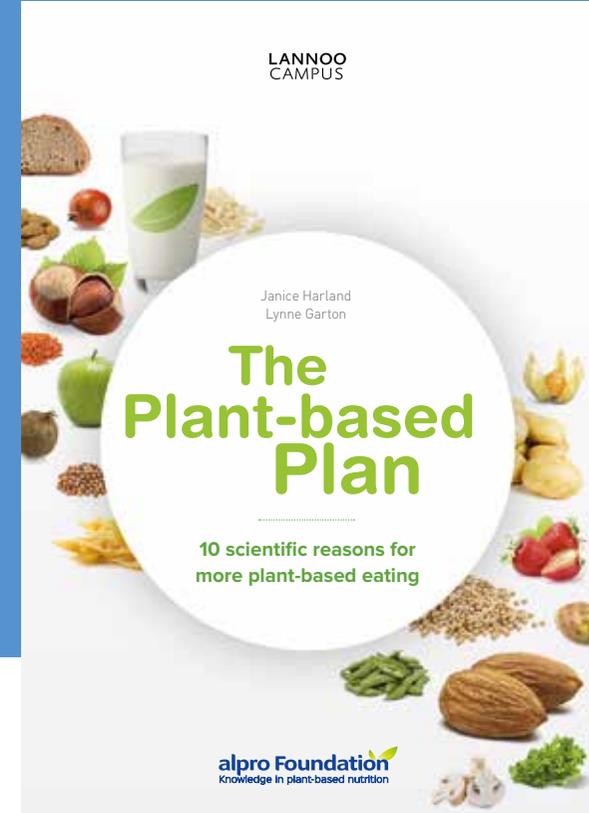


HUGH MEHTA,
HEAD OF CORPORATE
PARTNERSHIPS, WWF-UK

The Alpro Foundation has published an update of “The Plant-based Plan - a reference guide for plant-based nutrition

The Alpro Foundation is a scientific authority supporting and promoting scientific knowledge and research in the area of plant-based nutrition:

- Organizing conferences and student symposia on emerging science in relation to plant-based nutrition;
- Funding research to encourage greater understanding of plant-based nutrition in human health;
- Giving prestigious awards to young scientists studying the impact of plant-based eating on health or the environment.







Alpro's work with Waitrose demonstrates how strategic retail partnerships can have a positive impact on shopper behaviour. We embarked on a programme of activity with Waitrose which focused on changing consumers' diets to include more plant-based food and fewer animal products. Working alongside the Waitrose nutritionists, we focused on a combination of educating consumers and the introduction of innovative, tasty new products to help people move towards making more sustainable food and drink choices.

The campaign has been judged a huge success by Waitrose and we were recently rewarded with the Living Well award in the 2015 Waitrose Way awards. The award is presented to suppliers who are 'doing the most to change for the better the impact their company is having on both people and the environment'.

"Alpro is a great example of a brand that realises the benefit of helping consumers to buy food that is driving positive change"

Quentin Clark, head of sustainability at Waitrose.

Waitrose

3. Strategic partnerships with customers

Alpro has engaged in multi-year strategic customer development plans with its key customers, building the plant-based category to everyone's benefit.



Progress

Alpro has been able to grow its business faster than the market hand in hand with its customers, increasing its EU9 market share in the plant-based category from 37% in 2012 to 43% in 2015.



Strategy

- We will further develop long-term plant-based category partnerships with key retail customers in the UK, Germany, Belgium and the Netherlands.
- We will continue to leverage shopper insights to further build the category.
- We intend to cross-fertilise SD strategies and work out 'win-win' opportunities with key customers for maximum sustainability impact.



Target

- Continued double digit growth of the EU9 non-dairy category.
- Double digit growth with key customers, outperforming the market.

PROFITABLE GROWTH PROJECT

Green Ambassadors

A blue-tinted photograph of a wind turbine on a hillside with mountains in the background. The turbine is the central focus, with its three blades extending outwards. The background shows a range of mountains under a cloudy sky. The overall scene is serene and represents clean energy.



Alpro is committed to finding ambassadors for a sustainable future! One of the main schemes Alpro supports is WWF's Green Ambassadors programme which is running from 2013 to 2016. It encourages sustainable initiatives in 4,500 primary schools throughout the UK and empowers children aged 5-11 to take action on sustainability in their schools through Green Teams. With Alpro's backing, it provides schools with everything they need to develop a new generation of sustainability champions.

Kate Arthur, Head of Science and Nutrition Alpro UK says: "Working with the WWF we have developed some really engaging education resources that will help to get the healthy food message out to school children in a fun and innovative way. The first two years of our partnership have been a great success and we are very proud to be strengthening our links with WWF as we continue the partnership, reinforcing our commitment to environmental education in Europe as the leaders in plant-based eating."

The first two years of our partnership have been a great success. As we continue the partnership, we will reinforce our commitment to environmental education in Europe.



Our engagement with society

Alpro Social Fund

The Alpro Social Fund was founded in 2012 in collaboration with the King Baudouin Foundation and is aimed at offering support for Alpro employees or their family in a difficult situation as a result of illness, accidents or disability. Applying for financial or material support is possible at any time and with full anonymity. Associations conducting a social and sustainable project near Alpro also qualify for support. Each project can receive up to €5.000 in financial or material support.

Malnutrition Matters

We are key supporters of Malnutrition Matters, a Canadian non-profit organisation, dedicated to providing sustainable low cost food technology solutions for malnutrition, primarily by using soya. This low cost food technology includes production systems such as the 'Vitagoat' (to make plant-based products without electricity) and also food drying systems powered by solar technology or biomass fuel.

Healthy Alpro

We strive for the well-being of our employees, because we believe that employers can have a positive contribution in the societal challenge to support employees in a longer career in a sustainable way. The different activities and projects we organize under the Healthy Alpro-programme are aimed directly at our employees (eg. sports day) and their working environment (eg. standing desks). All the activities are easily accessible, fun and strengthen the social fabric, while we focus on the welfare of all our employees! This programme is perfectly in line with our mission as an organization, the sustainability of our products and the way we produce them.

Local initiatives

Each site has a yearly budget available to support local sustainable development projects. Here are just a few of our inspiring activities of the past two years.

1) Biodiversity

- We are supporting several initiatives from Natuurpunt in Belgium. With 95,000 members and 6,000 volunteers, Natuurpunt is the largest Belgian nature conservation organization. The long term protection of important habitats, species and landscapes is its main goal.
- In our production facility in France we have a 'collective vegetable garden', cultivated and run by employees. It's an effective solution for strengthening social ties, sharing experiences, and raising awareness of the links between health, nutrition and protection of the environment. As we cultivate without pesticides it also increases biodiversity at this production site.

2) Social engagement:

- In collaboration with the King Baudouin Foundation, we support a project on cooking with solar ovens in Africa with the aim of helping local people and avoiding deforestation.
- Our UK colleagues support the Cransley Hospice, which offers physical, psychological, emotional, social and spiritual palliative support to patients.

3) Mobility

- To encourage our employees to use electric bikes to get to work, we have provided recharging points in our cycle parking area at Wevelgem, Belgium.
- Our French colleagues have participated enthusiastically in the fourth and fifth stagings of an inter-company 'To Work by Bike' challenge.

We strive for
the well-being of
our employees



Target 2020 dashboard

Sustainable development is a journey and this dashboard is our compass. Developing targets is an intensive process and certainly still work in progress. Here is where we are today. We will continue to set concrete and ambitious goals and to measure our progress towards these, step by step.

 **HEALTHY FOOD**

 **SUSTAINABLE FOOD**

 **PROFITABLE GROWTH**

| Key Focus Point | Category |
|----------------------------------|--|
| Sugar reduction | |
| Balanced approach to fat | |
| NEW Renewable energy | Transformational according to WWF criteria |
| Carbon | Scope 1 and 2 Scope 3 |
| Sustainable sourcing | Local sourcing of soya Alpro Provamel NEW Sourcing of other ingredients (almond, rice, coconut) |
| NEW Water | Operations Cultivation of ingredients |
| Innovation | |
| Grow plant-based category | |

| Unit | 2008 | 2013 | 2014 | 2016 | 2020 |
|--|--|-------|-------|--|------------------|
| Average sugar level total portfolio (%) | 4.11% | → | 3.37% | 3.36% | 3.20% |
| % 'Low in saturated fat claim' | Maintain 'low in saturated fat' claim on at least 70% of our portfolio | | | | |
| % of kWh | → | | → | Feasibility study and target setting done for 2020 | Work in Progress |
| Tonne CO ₂ e per ton product | 0.145 | 0.090 | 0.088 | Target setting done for 2020 | Work in Progress |
| Tonne CO ₂ e per ton product | 0.323 | 0.331 | 0.414 | Target setting done for 2020 | Work in Progress |
| % of total | → | 30% | 33% | 50% | Work in Progress |
| % of total | → | 24% | 48% | 85% | 100% |
| % Certified | → | | → | Feasibility study and target setting done for 2020 | Work in Progress |
| Quantity | → | | → | Feasibility study and target setting done for 2020 | Work in Progress |
| Quantity | → | | → | Feasibility study and target setting done for 2020 | Work in Progress |
| Breakthrough innovations as % of net sales | 6.4% | 13.7% | >15% | >15% | >15% |
| % of EU dairy market (in value) | → | 2.9% | 3.5% | 4% | 5% |



An even more sustainable future?

Sustainability never stops. The Alpro sustainable development team is already thinking about the issues and challenges that are likely to feature in our next SD Report in 2017...

“Will there be a multi-stakeholder plant-based coalition in the UK?”

“How will Shared Value thinking be embedded in the innovation process?”

“Will we make sustainability a strategic lever in customer relationships?”

“How will we lower the environmental footprint of our 1000+ employees?”

FAPBQ Frequently asked plant-based questions

On soya

Are you contributing to the deforestation of the Amazon rainforest?

No, we do not source soyabeans from the Amazon. In addition, we do not buy any of our beans on the commodity market which means that we know exactly where our beans come from. We have full traceability from the soyabean seeds to the final finished product.

Even though the market for soya dairy free alternatives is growing, the quantity of soyabeans used for soya foods is very small: just 10% of total soyabean production. Soyabeans are mostly (90%) cultivated for animal feed and most of that soya contains GMO.

Do you use GMO soyabeans?

We have never used Genetically Modified Organisms (GMO) in our products. There is an ongoing debate about use and cultivation of genetically modified crops, but Alpro has made a clear choice to use non-genetically modified crops. We believe that our consumers are not willing to accept GM ingredients in their products.

To guarantee our non-GMO policy, all our soyabeans are 100% ProTerra certified. ProTerra certification is a label for ecologically sustainable, socially responsible and non-GMO soyabeans. Based on the Basel criteria, developed by the World Wildlife Fund and COOP Switzerland, the standard is audited and certified on a yearly basis by an independent accredited certification body.

What are isoflavones and are they harmful?

Isoflavones are plant components that are naturally present in soya. Although their structure show similarities to the human oestrogen, their effects are clearly different. A lot of research is being done on isoflavones and it appears that they could have different positive properties such as reducing symptoms of the menopause and reducing risk of breast and prostate cancer.

There are no data that show that isoflavones have a harmful effect on the normal growth and development of humans. There is also no scientific proof that isoflavones influence the quality and/or the production of sperm which is an issue that has been raised in the past.

EFSA recently confirmed the safe use of isoflavones supplements in post menopausal women.¹

³ EFSA Journal 2015;13(10):4246. Risk assessment for peri- and post menopausal women taking food supplements containing isolated isoflavones

On almonds

Where do you source your almonds? Isn't this an unsustainable crop?

It's our conscious choice to source our almonds as locally as possible (more specifically from Southern Europe). This has a number of ecological benefits.

The cultivation in Mediterranean areas is actually a traditional industry that is now, thanks to the higher demand, growing again (with research into better varieties as a result).

90% of the production is rain fed. If the orchards are irrigated, only drip fed techniques are used, and this only for a couple of weeks per year.

On labour conditions worldwide

How do you guarantee safe and fair labour conditions worldwide?

Every Alpro supplier is required to commit itself to our ethical charter, based on the UN Global Compact and its 10 principles which reflect:

- The Universal Declaration of Human Rights
- The International Labour Organisation's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

On allergen management

How do you prevent cross-contamination of your nut and soya products?

Alpro is continuously looking to offer new, high quality plant-based products for both its Alpro and Provamel brands. As part of a major investment programme, we have arranged our production facilities to be dedicated either to produce soya, rice and oat drinks or almond, hazelnut and coconut, thus aiming to exclude any avoidable risk of cross-contamination. As ever, we want to ensure the highest safety levels and top quality of our products when it comes to allergies.

References Global Reporting Initiative

This report contains the following standard and specific standard disclosures of the G4 guidelines.

Strategy and Analysis

- G4-1 Statement from the most senior decision-maker of the organization p5
- G4-2 Description of key impacts, risks, and opportunities p11

Organizational Profile

- G4-3 Name of the organization p13
- G4-4 Primary brands, products, and services p13
- G4-5 Location of the organization's headquarters p13
- G4-6 Number of countries where the organization operates p13
- G4-7 Nature of ownership and legal form p13
- G4-9 Scale of the organization, including
 - Total number of employees p13
 - Net sales p13
- G4-13 Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain p31
- G4-15 Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes p 37, 38, 41
- G4-16 Memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization p53

Identified Material Aspects and Boundaries

- G4-18 Process for defining the report content p15
- G4-19 All the material aspects identified in the process for defining report content p14

Stakeholder Engagement

- G4-24 List of stakeholder groups engaged by the organization p32, 35, 37, 38, 43, 52, 53, 54, 57, 59, 60, 61

Report Profile

- G4-28 Reporting period (such as fiscal or calendar year) p5
- G4-30 Reporting cycle (such as annual, biennial) p15
- G4-31 Contact point for questions regarding the report or its contents p73?

Governance

G4-36 Executive-level position or positions with responsibility for economic, environmental and social topics p15

Ethics and Integrity

G4-56 The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics p41

Generic disclosures on management approach

G4-DMA Material aspects and how the organization manages the material aspect or its impacts p14, 62, 63

Economic

G4-EC1 Direct economic value generated and distributed: revenues p13

G4-EC7 Development and impact of infrastructure investments p49

Environmental

G4-EN8 Total water withdrawal p45

G4-EN12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas p 66

G4-EN13 Habitats protected or restored p61

G4-EN15 Direct greenhouse gas (ghg) emissions (scope 1) p31

G4-EN16 Energy indirect greenhouse gas (ghg) emissions (scope 2) p31

G4-EN17 Other indirect greenhouse gas (ghg) emissions (scope 3) p31

G4-EN18 Greenhouse gas (ghg) emissions intensity p31, 33

G4-EN19 Reduction of greenhouse gas (ghg) emissions p31

G4-EN22 Total water discharge p45

G4-EN30 Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce p30

Social

G4-HR4 Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights p41

G4-HR5 Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor p41

G4-HR6 Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of all forms of forced or compulsory labor p41

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