

xxx
meelunie
EST. 1867

Certified
B
Corporation

Plant Based Positive Impact

Responsibility Report 2023-2024



1. A Plant Based Welcome

World

In a world facing destabilising geopolitical tensions on the one hand and the urgent demands of climate change and threatened biodiversity on the other, at Meelunie we recognise our duty to do our bit. Above all, that means embracing responsible, sustainable business practices that address the challenges that the transitions in food, energy, packaging and digitalisation bring with them.

Protein Sector

One such challenge is the higher prices for consumers of plant-based proteins. Creating high-quality, plant-based protein solutions that are accessible to everyone means improving product quality by refining taste and texture. Essentially, it's about giving consumers reason-to-believe

alternatives to animal-based proteins. Also by enhancing the nutritional and health values of our products, so they meet the expectations of an increasingly health-conscious public. We believe we can show the world that plant-based proteins are not a passing trend but will become the preferred choice of more and more people.

Meelunie

On this demanding but rewarding journey, we reached three standout milestones in 2024. First, we secured B Corp status. Being part of the B Corp community will help us stay focused on our goals and, equally important, guide us in achieving them the right way. The second milestone was completing the commissioning of our fava bean protein factory in Hedensted, Denmark. And third, we began our journey into the regenerative agriculture of fava

beans to strengthen soil health. This has taken us a huge step nearer many of the ambitions I have just outlined.

In everything we do and everywhere we operate, positive impact remain central to our daily activities. It drives our performance, and steers how we grow and evolve our portfolio. All underpinned by our mission: 'To continue our long tradition of doing business with head and heart.'

Marco Heering
Chief Executive
Officer Meelunie



- Est. 1867
- 100% plant-based
- Volume 308K mt
- Net Sales € 318 m
- FTE 138
- Countries 87

- IFS Baker
- GMP+
- cRC KOSHER LEADERSHIP
- Skal
- OTCO
- NON GMO Project VERIFIED nongmoproject.org

PURPOSE

Plant Based Positive Impact

OUR BRANDS



VISION

A balanced world where plant-based solutions drive positive impact

MISSION

To continue our long tradition of doing business with head and heart



PRODUCTS

- Starches
- Proteins
- Sweeteners
- Fibers

CROPS

- | | | |
|--------|------------|--------------|
| Carrot | Potato | Sunflower |
| Corn | Pumpkin | Sweet Potato |
| Fava | Rice | Tapioca |
| Pea | Sugar Beet | Wheat |

MARKETS



Food



Animal Nutrition



Industrial Application

An aerial photograph of a farm during sunset. The sun is a bright, glowing orb on the right side of the horizon, casting a warm, golden light across the landscape. In the foreground, a large field of golden-brown corn is being harvested by a green combine harvester. The harvester is moving from the bottom center towards the right, leaving a trail of harvested grain behind it. In the middle ground, a large, circular center pivot irrigation system is visible, with its long metal arms stretching across the field. In the background, a farmstead with several white buildings and a tall, cylindrical silo is situated on a slight rise. The overall scene is peaceful and captures the essence of agricultural life at the end of the day.

2. The World Around Us

2.1 Governance Structure

Set up in 2018, the Meelunie Positive Impact Team led by the Sustainability Department evaluate progress on Positive Impact initiatives each quarter. The team members come from different disciplines, departments, employee levels and offices, ensuring a true representation of the whole organisation. Meeting outcomes are monitored by and discussed with our executive committee, who have final responsibility. This process deepens the executive committee's understanding of sustainable practices and supports their decisions on sustainability-related issues.



2.2 Sustainability Strategy



2.3 Stakeholders

Our purpose can only be realised through collaboration with our stakeholders (those affected by our actions and who can impact our company, products and services). To answer the key question: What do our stakeholders value and prioritise? We mapped our value chain to visualise its structure and identify where we are now and hope over time to make meaningful impact. By empowering our employees, engaging with our value chain partners and consulting other stakeholders we aim to create a sustainable mindset, strong legacy and positive impact for generations to come.

Direct stakeholders are closest to us in the value chain, playing a key role in fostering mutual support and collaboration. For example, we engage with employees on personal development, suppliers on organic certifications and customers on life cycle assessments (LCAs) for fava bean ingredients. To stay on track, we weekly explore with NGOs and CSR partners ways to shrink our footprint while maximising social impact.

We are aware that we can always further improve these valuable engagements. So we aim to develop a more systematic framework for stakeholder communication that ensures consistency, enhances impact and better aligns with our purpose: Plant Based Positive Impact.





*Plant-based
sport nutrition*

"Transparent stakeholder dialogue helps us continuously improve and fine tune the alignment between our commercial ambitions and our positive impact, ensuring meaningful and sustainable outcomes."

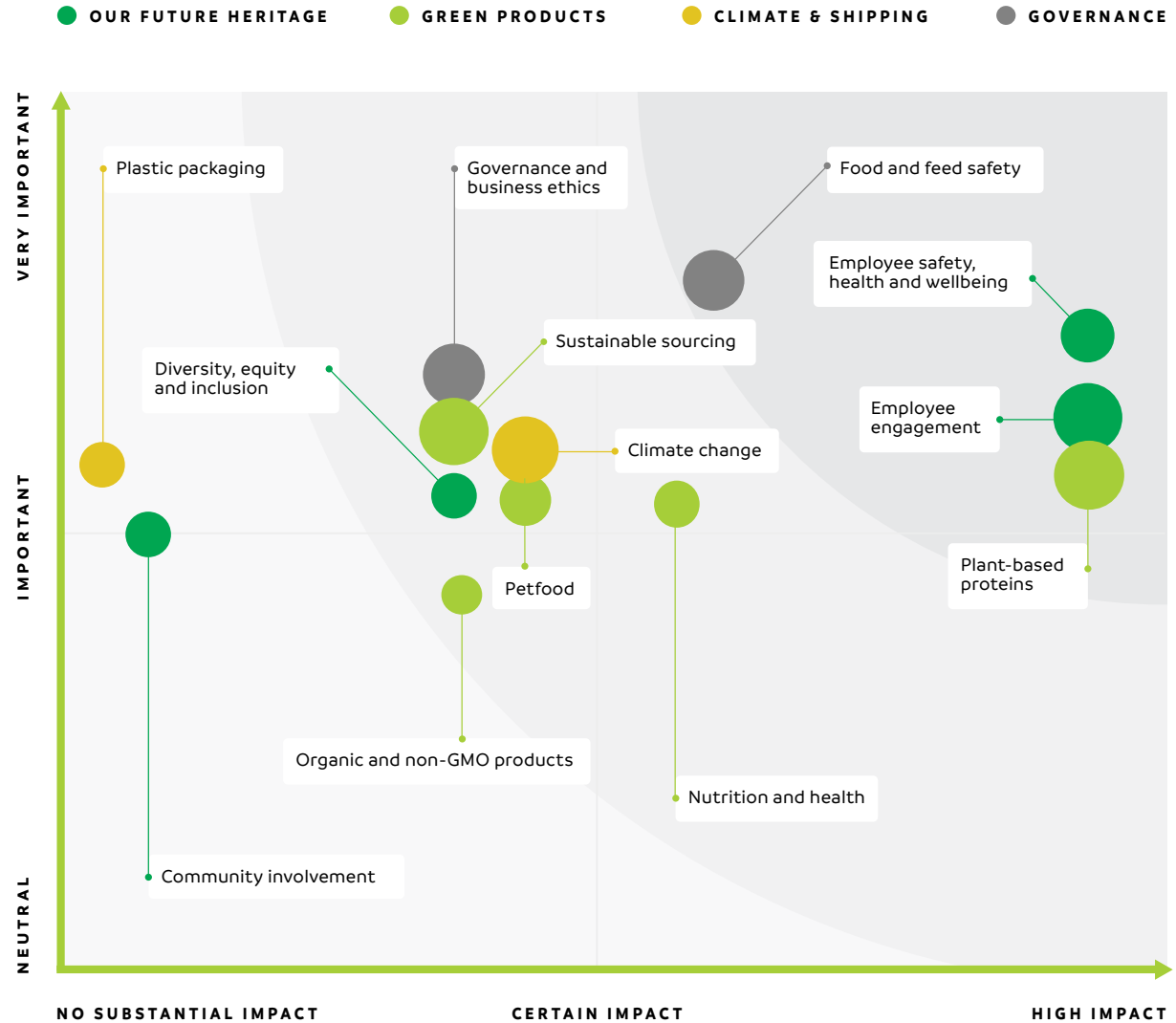
Casper Braam
Chief Commercial Officer
Meelunie



2.4 Double Materiality

We want to be sure our positive impact efforts are effective. So we've asked almost 160 of our direct value chain stakeholders for their views via a questionnaire on topics related to our business, impact and future, and applied responses using the so-called 'double materiality' concept. The material topics provide insights into Meelunie's impact on societal issues (impact materiality) on the one hand and how such issues influence the development, performance and position of Meelunie (financial materiality) on the other. By combining these perspectives, we have prioritised material topics that are significant for our Plant Based Positive Impact strategy.

Importance to stakeholders



Realisable impact of Meelunie

Questions asked

Y-axis: To what extent do you think it is important that Meelunie pays attention to these topics?

X-axis (impact materiality): To what extent do you think Meelunie may have an impact on these topics?

Size spheres (financial materiality): To what extent do you think these topics may have an impact on Meelunie's financial results?

2.5 Risks & Opportunities

Using the materiality matrix (quadrant 4), the Executive Committee, Sustainability Department and Meelunie Positive Impact Team have identified risks and opportunities.

In the coming year we'll do this exercise for all material topics. Then discuss and validate the impact, risks and opportunities with other, external, stakeholders.

For each of the material topics included in the materiality matrix, we report on input, process, output and outcome in our multiple value creation model.

● OUR FUTURE HERITAGE ● GREEN PRODUCTS ● CLIMATE & SHIPPING

Top 4 Material Topics	Impact Materiality	Impact Description	Financial Materiality	Financial Description	Connection with activity
Plant-based Proteins	Positive	Having plant-based proteins means in general a lower environmental impact than animal-based proteins.	Opportunity	With the acceleration of the protein transition, the demand for plant-based proteins is growing.	3.3.3 Protein Transition
Employee Engagement	Positive	Providing a warm, safe and sustainable workplace where employees can flourish.	Opportunity	Happy employees benefit company performance and help attract both current and future generations of talent.	3.2.1 Growing Together
Employee safety, health & wellbeing					
Food & Feed Safety	Positive	Upholding all requirements for certifications and standards to ensure the supply of high quality, safe food and feed.	Risk	We're known in the market as a reliable and trusted partner. Unsafe food or feed could lead to serious health issues, complaints and claims.	3.3.1 Food and Feed Safety 3.3.2 Governance and Business Ethics

Nutrition & Health	3.2.2	3.3.1	3.3.2	3.3.3	3.3.6	
Climate Change	3.2.4	3.3.3	3.3.6	3.4.1	3.4.2	3.4.3
Petfood	—					
Governance and business ethics	3.2.1	3.2.2	3.2.6	3.3.1	3.3.2	
Sustainable sourcing	3.3.3	3.3.6				

Diversity, equity and inclusion	3.2.1					
Organic & non-GMO products	3.3.1					
Community involvement	3.2.2	3.2.3	3.2.4	3.2.5	3.2.6	3.3.6
Plastics packaging	—					



Plant-based burger

"Understanding financial materiality allows us to identify both risks and opportunities. By proactively managing these factors, we ensure our business remains resilient, strengthens our financial position and is well-positioned for future success."

Iris van den Heuvel
Chief Financial Officer
Meelunie



An aerial photograph of a rural landscape. The image shows several large, rectangular agricultural fields. The top-left field is a dark brown color, likely plowed or recently harvested. The middle-left field is a vibrant green. The bottom-left field is a lighter green. The right side of the image shows a field with a mix of green and brown. A road runs diagonally from the top right towards the bottom right, passing between the fields. A single tree with orange foliage is visible near the road. The overall scene is a typical agricultural landscape.

3. Meelunie Positive Impact

INPUT

GOVERNANCE

- B Corp guidance
- Article of association includes CSR
- Code of Conduct including Anti-Bribery and Corruption Policy (Code of Ethics)
- International Featured Standards Broker
- GMP+ B3 Feed Safety Assurance

WORKERS

- Employee Handbook including vitality, diversity guidelines and talent development;
- Employees: 138 FTEs
- Executive Committee: 4 FTEs
- Positive Impact Team: 8+2 members
- Internships: 2 students
- Training and Education: €28K
- Different cultures: 30+
- Languages spoken: 20+

VALUE CHAIN

- Supplier Code of Conduct
- Sedex: ZC1072763
- Suppliers: 98
- Product Groups: 20
- Customers: 612 in 87 countries
- Innovation Partners
- Food Valley (incl. The Protein Community)
- Green Protein Alliance
- Plant Based Food Association
- BLOOM

COMMUNITY

- Fork Ranger
- Green Business Club
- LifeSkills
- Oxfam Novib

ENVIRONMENT

- BigMile
- Mérieux NutriSciences | Blonk
- CarbonCloud
- CarbonLeap
- FairClimateFund
- Stchting Stimular
- Scope 1 & 2: 763 mt CO₂e
- Scope 3.1 (Products): 292K mt CO₂e
- Scope 3.4/9 (Logistics): 24K mt CO₂e

3.1 The Value We Create

PURPOSE

Plant Based Positive Impact



Our Future Heritage

Green Products

Climate & Shipping

OUTPUT

GOVERNANCE 3.2.6 3.3

- **Governance and business ethics**
Future-proofing our organisation
B Corp certified
- **Food and feed safety**

WORKERS 3.2.1

- **Employee safety, health and wellbeing**
Employee growth: 18%
Employee retention: 88%
Employee turnover: 11%
- **Diversity, equity and inclusion**
Female employees: 41%
Female executive committee: 25%
- **Employee engagement**
Guarantee by Positive Impact team

VALUE CHAIN 3.3

- **Sustainable sourcing**
- **Organic & non-GMO products**
Organic products: 2%
Non-GMO project products: 19%
- **Nutrition and health**
- **Plant-based proteins**
Sustainable fava bean proteins factory
Regenerative Agriculture
1,846 mt CO₂e reduced via BLOOM
- **Petfood**
- **Plastic packaging**

COMMUNITY 3.2

- **Community involvement**
Participation in microcredit programmes
Gave 3,795 households access to clean cooking
Recognised training and internship company
Moving costs donation to underprivileged children
Partner in business district

ENVIRONMENT 3.4

- **Climate change**
Participation in carbon measurement, reduction and compensation programmes
Integrated logistics carbon data in ERP system
Scope 1 & 2: compensated
Scope 3: Rotterdam → Shanghai reduced 3,503 mt CO₂e compensated via FairClimateFund
506 mt CO₂e reduced via CarbonLeap
Planted 150 trees via Trees for All

OUTCOME

GOVERNANCE

To continue our long tradition of doing business with head and heart.

B Corp score
91.9

WORKERS

We invest in a happy, diverse, informed workforce to create satisfied and loyal employees.

Employee satisfaction
★★★★☆

VALUE CHAIN

We grow our network with equal partners, co-operating in a fair and sustainable value chain.

Supplier satisfaction
★★★★☆

Customer satisfaction
★★★★☆

COMMUNITY

We feel part of the local communities we operate in. Through our commitment to support various local, national and international initiatives, we aim to support people in improving their lives.

ENVIRONMENT

We take our responsibility in tackling climate change through small and large initiatives to reduce our carbon emissions.

Carbon interventions
5,855 mt CO₂e

Our Future Heritage

FORCE FOR GOOD



Ambition

The purpose of Meelunie goes beyond simply making a profit. We want to make a difference in today's and tomorrow's world, by giving our colleagues equal opportunities regardless of their backgrounds. We also work hard to be socially engaged with the communities in which we operate. As a more than 150-years-old family business, we have always cared for our people and our value chain partners. And by building on this legacy, with a sustainable agenda for the future, we believe we can remain relevant for the next 150 years and beyond.

SDGs

SDG3 Good Health & Well-being. We foster workplace happiness and strive for self-development within an entrepreneurial mindset.



Impact areas

- Governance;
- Workers;
- Community (in and near offices).

Achievements

- Meelunie is B Corp certified (see case study);
- Became part of the spirited B Corp community;
- Internal and external reach with communication campaign for B Corp, including video and article;
- Organised several (strategic) work sessions with Meelunie Positive Impact team;
- Sharpened CSR structure and responsibilities within the organisation;
- Doubled the sustainability department to 2 FTE;
- Further integrated sustainability into the overall Strategy 2028;
- Completed renewal of internal sustainability trainings;
- Empowered 65 local farmers with regenerative farming practices;
- Strengthened our thought-leadership role in the protein transition through presentations at Eiwit Congress in the Utrecht region, Plant Based Word Expo in New York City and gave guest lectures on sustainability at Dutch universities;
- 2 internships (1 CSR-related thesis);
- Updated the Employee Handbook in our US offices, including talent development;
- Multicultural event in our Amsterdam office;
- Visited the fava bean proteins factory in Denmark with all HQ and global commercial staff to learn more about sustainability of the site, processes and products;
- Lobbied for the PLANT Act with Plant Based Foods Association in the US (see section 3.2.2);
- Supported several public organisations, including Green Business Club Amsterdam, LifeSkills and Oxfam;
- Gained knowledge and prepared for the CSRD.

Lessons learned

- Developing a 100% positive impact mindset with all Meelunie employees takes time;
- B Corp helped identify our blind spots, such as putting common practice on paper;
- The decision-making process during the B Corp certification could have been tracked more effectively.

Next steps

- Define a roadmap towards B Corp recertification in 2027;
- Align and engage Meelunie offices and employees in our CSR activities;
- Expand our Meelunie Positive Impact team to more international offices;
- Sustainability training for colleagues to grow a sustainable mindset internally;
- Further implement CSRD.



3.2.1 Growing Together

At Meelunie, our people are our greatest asset. We are committed to creating a workplace where everyone feels valued, supported and inspired to grow. This commitment is anchored in our Employee Handbook, which outlines policies and programmes designed to empower and care for our team.

Personal Development

To help employees reach their full potential, we empower them to take charge of their personal talent development and pursue learning opportunities. By aligning individual growth with organisational success, we ensure our employees thrive while also driving Meelunie forward. Recent examples include big data or language trainings.

Diversity, equity and inclusion

We know from experience that a diversity of talent not only creates an open and inclusive work culture, but also contributes to an innovative, insightful and productive organisation. Meelunie's employees come from all over the world. Between us, we represent a wide range of ethnic and educational backgrounds, gender identities, nationalities, languages, cultures and beliefs. A diverse team helps us to better understand our customers and the many regions of the world in which we operate.

Through these initiatives, Meelunie continues to grow as a vibrant, inclusive and forward-looking organisation, where people and purpose come together to create lasting impact.

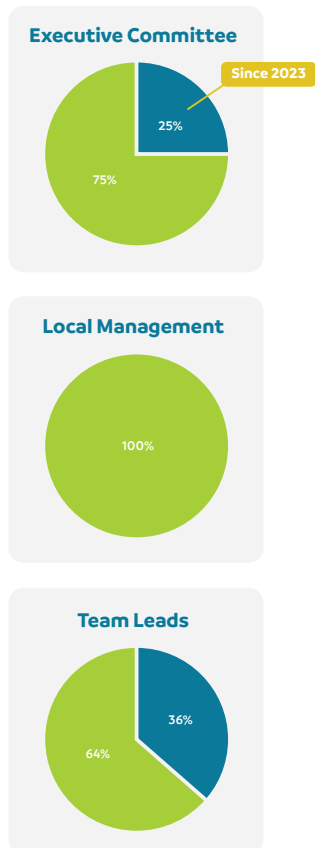
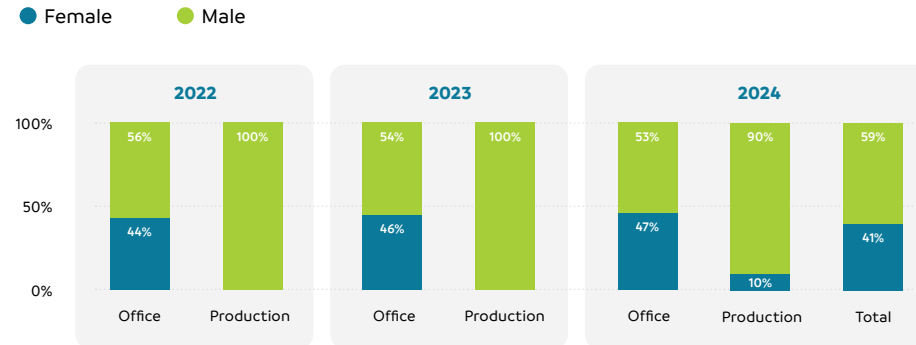


Talent Dynamics

	FTEs	Employee Growth	Employee Retention	Employee Turnover
Office	118	6%	93%	7%
Production	20	233%	0%*	46%*
Total	138	18%	88%	11%

* Our fava bean protein factory is enlarging its team and developing a strong company culture. As the they matures, we expect retention rates to improve as the culture solidifies. The current turnover reflects the dynamic and evolving nature of a growing organisation.

Gender Diversity



"Our annual multi-cultural event brings colleagues together to tell more about their cultures and experiences. Rather than just coexist, it's a great way to create something special together, by sharing everything from traditions and stories to homemade dishes. It's a chance to connect and learn about each other at a deeper level. And more than anything, have a good time together!"

Calvin Coolen
Initiator multi-cultural event



3.2.2 Plant Based Foods Association

As a member of the Plant Based Foods Association (PBFA), Meelunie participated in an initiative on Capitol Hill to advance policies that support the growth of the plant-based food industry in the US, led by PBFA's leadership team. During this event, our delegation engaged with nearly 40 congressional offices, advocating for a fair and supportive legislative landscape. The PBFA team outlined three key legislative priorities: opposing restrictive labelling legislation, urging increased plant-based options in federal facilities, and supporting the PLANT Act to make USDA programmes more accessible to plant-based food producers and farmers.



"These measures are essential to fostering an environment that allows innovation and gives consumers the freedom to make informed choices that align with their values. We will continue supporting PBFA's mission to elevate our industry's influence, ensuring that plant-based foods remain a priority within national policy discussions."

Joe Steckel
Advocate for plant-based food

3.2.3 LifeSkills

LifeSkills is a foundation that supports young people aged 10-18 in developing life skills and self-confidence, along with personal growth and citizenship education. The participants generally live in a socio-economically challenged area of Amsterdam, where many kids lack positive role models, and with it the sources of inspiration and motivation that most of us take for granted. We have supported LifeSkills since 2021, and over the years the demand for their service has grown so much that there is now a waiting list of 250 kids.



"This year everything seemed to work out really smoothly. Not least the move LifeSkills made to new offices, where the new location will have a genuine positive impact on our community and create more opportunities for the kids who need them most!"

Anna Stoianova
Initiator financial support for LifeSkills



3.2.4 FairClimateFund

FairClimateFund focuses on impactful projects that improve lives and reduce carbon emissions in countries vulnerable to climate change. Their projects adhere to both the Gold Standard and Fairtrade Climate Standard, ensuring us high-quality interventions. Since 2019, Meelunie has partnered with FairClimateFund to create social impact while reducing our carbon footprint. In that time, we have reduced our footprint by 20,126 mt CO₂e and positively impacted almost 18,000 households.



We invest in a cookstove project in Laos. We chose Laos because some of the cassava cultivated for our organic tapioca starch comes from there. The cookstove project provides a more environmentally-friendly cooking alternative to the traditional use of open fires, which is a major contributor to carbon emissions and deforestation. By introducing cleaner and more sustainable cooking technologies, the programme not only reduces carbon emissions but also improves air quality to provide significant health benefits for the local community. It also empowers women economically by offering access to affordable and efficient cooking tools.



"At Meelunie, we feel a responsibility towards all our farmers, including our cassava farmers in Southeast Asia. As vital partners in our organic tapioca starch value chain, they play a crucial role in creating shared success. Through this project, we aim to support the surrounding communities, combat climate change and ensure Positive Impact across our value chain."

Michael Rots
General Manager at Meelunie APAC



"By addressing both immediate industry needs and future leadership development, Meelunie bridges innovation, inspiration, education and collaboration to drive meaningful progress. We believe that empowering the next generation is key to shaping a healthy and sustainable future."

Evelyna Dumbrava
Positive Impact Team Member

3.2.5 Thought Leadership

Climate change and growing populations are making the need for plant-based diets increasingly urgent. Since 1867, we've been investing heavily in acquiring knowledge and pushing innovation around plant-based solutions. We feel it's important we now share our knowledge and lessons learned on the way so others who share our commitment can benefit from them.

In 2024, Meelunie colleagues gave two high-impact presentations on our work, one at the Protein Congress in Utrecht in the Netherlands, and the other at the Plant Based World Expo in New York City. Events like these allow us to share insights, innovations and trends with industry professionals, fostering collaborations and advancing plant-based solutions.

In addition to engaging with the industry, we focus on inspiring the next generation in the protein transition through guest lectures and workshops on sustainability at Dutch universities. These sessions encourage young minds to think critically about social and environmental challenges and take steps to help bring about a more sustainable future. In the end, it's their future.



Meelunie is B Corp certified



Jeroen de Waaij

Global Sustainability Manager & B Keeper at Meelunie,
on becoming a certified B Corp.

What is a B Corp?

“Certified B Corps are for-profit companies that have gone through a lengthy verification process. B Corp is the non-profit organisation dedicated to making a positive impact via business. Currently, with more than 8,500 in over 220 industries spread out over 90 countries. B Corp certified companies meet high standards of social and environmental performance, transparency, and accountability, making them leaders in the movement towards a more sustainable and equitable economy.”

B Corp are known to be rigorous. Was getting certification a tough process?

“To start the B Corp certification process, we had to undergo the rigorous B Impact Assessment, which focuses on five themes; governance, workers, communities, environment and customers. This assessment covered a wide range of questions and criteria during which Meelunie had to substantiate its social and environmental responsibility to the B Corp analysts. Applicants are required to reach a difficult benchmark score of at least 80 (out of 200) points to be eligible for certification. Meelunie achieved a score of 91.9 points.”



- **91.9** Overall B Impact Score
- **80** Qualifies for B Corp Certification
- **50.9** Median Score for Ordinary Businesses

Why B Corp?

“A few years ago we began seeking guidelines to incorporate sustainability in a structured and transparent way. The B Corp mission and approach resonated with us. So, we plunged into the B Impact Assessment, an online and interactive tool used by B Corp to assess companies’ positive impact. As we learned more about B Corp and sustainability, our eagerness to become a B Corp grew. The B Impact Assessment has given us a holistic view of our organisation covering all ESG-themes (environmental, social and governance). It showed our positive impact areas, and even more important; it gave us insights of where improvement was needed.”

“We are really delighted to welcome Meelunie to the B Corp community, a movement of companies committed to changing how business operates and believe business can be a force for good. Meelunie’s decision to become a B Corp and work on continuous improvement, combined with their ambition to make Plant Based Positive Impact is a great step and shows we can redefine success in business.”

Tessa van Soest, Executive Director B Lab Benelux



Green Products

RESPONSIBLE CHAINS



Ambition

It is time to rethink how we grow, share and consume our food. At Meelunie, we are committed to ethical business practice, decent conditions for workers throughout the value chain, and a focus on responsible products and processes. We want to accelerate the protein transition so that more diets include plant-based ingredients, and become nutritious and healthy. If done right, agriculture can provide food for all and generate decent incomes, while supporting people-centered rural development and protecting the environment. We also invest in regenerative agriculture techniques, and provide organic and non-GMO ingredients that benefit local biodiversity.

SDGs

SDG 2 Zero Hunger

We strive for accessibility in food distribution to create healthier individuals, families and communities.



SDG 12: Responsible Consumption and Production

We translate our customers' desires into high-quality, plant-based ingredients that nourish and protect.



Impact areas

- Community (value chain);
- Environment;
- Customers.

Achievements

- Added Governance and Food and feed safety to our Green Products domain (see section 3.3.1 & 3.3.2);
- Reinforced sustainability knowledge in our global QA team with an inspiring Forkrangers workshop;
- Completed commissioning of our sustainable fava bean proteins factory in Denmark;
- Calculated 4 LCAs of our fava bean products;
- Continued development of fava bean ingredients by creating 15 new recipes, improving our fava milkshakes and soft ice creams, and co-creating with partners;
- Participating in regenerative agriculture as a feasibility study (see case study);
- Added a site for the fava bean proteins factory in our Sedex account;
- Coordinated multiple Sedex audits at suppliers;
- Started research on a structured value chain approach and our role in this chain;
- Included sustainability as a topic in our ERP system to build a sustainability dashboard.

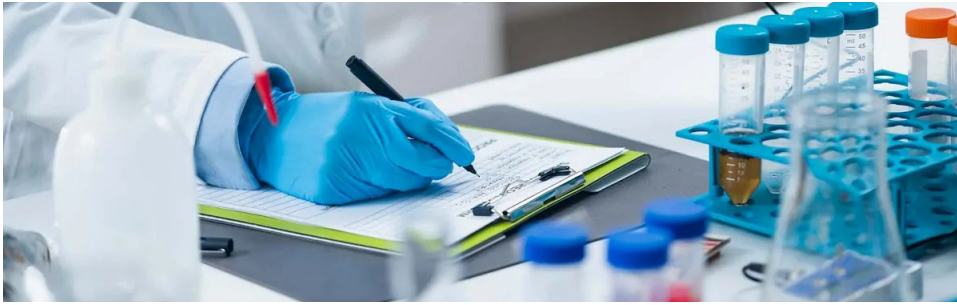
Lessons learned

- LCA studies are complex and require specialised skills to measure them;
- Comparing LCAs of different products is challenging;
- The whole industry needs to play its part if we are to accelerate the protein transition;
- It is vital to cooperate on certain sustainability topics with NGOs and CSR knowledge partners.

Next steps

- Continue to learn and invest in regenerative agricultural practices;
- Obtain the Sedex certification for our fava bean proteins factory and other offices;
- Engage product and freight managers to collect and collaborate on suppliers' sustainability information (as LCAs of our product portfolio) and integrate this into a sustainability dashboard in our ERP system;
- Establish a structured value chain approach for a more responsible supply chain, including defining relevant targets and KPIs;
- Align our Supplier Code of Conduct with new findings in our value chain approach;
- Create a supplier segmentation tool focused on sustainability;
- Communicate carbon footprint of fava bean ingredients on packaging;
- Development of fava bean ingredients in food applications;
- Invest in solutions for protein concentrate to make it a more suitable alternative in food applications;
- Research impact on (local) biodiversity and rural development.





3.3.1 Food and Feed Safety

Our Quality Assurance department is dedicated to the highest safety standards for food and feed ingredients (GFSI), while ensuring inclusivity and accessibility. These globally-recognized and trusted standards are certified by such auditing bodies as the International Featured Standards (IFS) Broker certification for food safety and the GMP+ Feed Safety Assurance (FSA) for feed safety. These certifications highlight our commitment to safe, reliable and transparent production practices across all stages of our supply chain.

Our non-GMO ingredients are cultivated without the use of genetically-modified seeds or organisms, and our products are certified by The Non-GMO Project. We offer organically-certified ingredients, certified by SKAL and OTCO. Organic ingredients are grown and processed without the use of synthetic pesticides, fertilisers or GMO, which benefits local biodiversity and provides customers with the healthiest choice.

Kosher- and Halal-certified ingredients and our commitment to providing plant-based alternatives make our products accessible to the broadest range of people yet, ensuring that we meet the diverse needs of our global communities.



"Food safety and quality means being the gatekeeper against fraud, and the nemesis of cynicism. Food safety and quality means holding the highest regard for the health of our children, parents, friends and family, and positively participating in that endeavour."

Julie Marcos
QA/QC Coordinator at Meelunie America & Positive Impact Team Member

3.3.2 Governance and Business Ethics

At Meelunie, we uphold ethical standards by strictly adhering to our Code of Conduct, including an Anti-Bribery and Corruption Policy. These policies ensure that all employees, partners and suppliers act with integrity, transparency and accountability, fostering a culture of trust and compliance throughout our operations.

One example of our commitment is the protection of our brands from counterfeit products. Imitation products may flatter us, but for customers and consumers they pose serious health risks. To combat this, we take several proactive measures:

- We have introduced QR codes on all our packaging, allowing customers to verify the authenticity of their purchases. However, counterfeiters are adapting fast, sometimes placing fake QR codes on their products;
- We actively collaborate with international authorities and investigative partners to dismantle counterfeit operations, leading to successful raids. However, this ongoing battle requires constant vigilance;
- We are committed to safeguarding the integrity of our brands, maintaining the trust of our customers and protecting the health of consumers.



"Protecting our Windmill Potato Starch from counterfeit products is a top priority. Our goal is simple: we want our customers to receive the high-quality products they expect from Meelunie. By tackling counterfeit operations, we ensure that every customer can trust the authenticity and safety of the Windmill products they purchase."

Marvin Hu
General Manager at Meelunie China



3.3.3 Protein Transition

The protein transition represents a fundamental shift in the way we approach nutrition and sustainable food production. By transitioning the world from traditional animal-based proteins towards more sustainable plant-based protein sources we are helping address a range of global challenges. These include climate change, by having a lower environmental impact; better animal welfare; and less hunger, by providing alternative to animal-based proteins to feed a growing global population. For Meelunie, the protein transition also presents an opportunity to develop innovative and nutritious plant-based proteins.

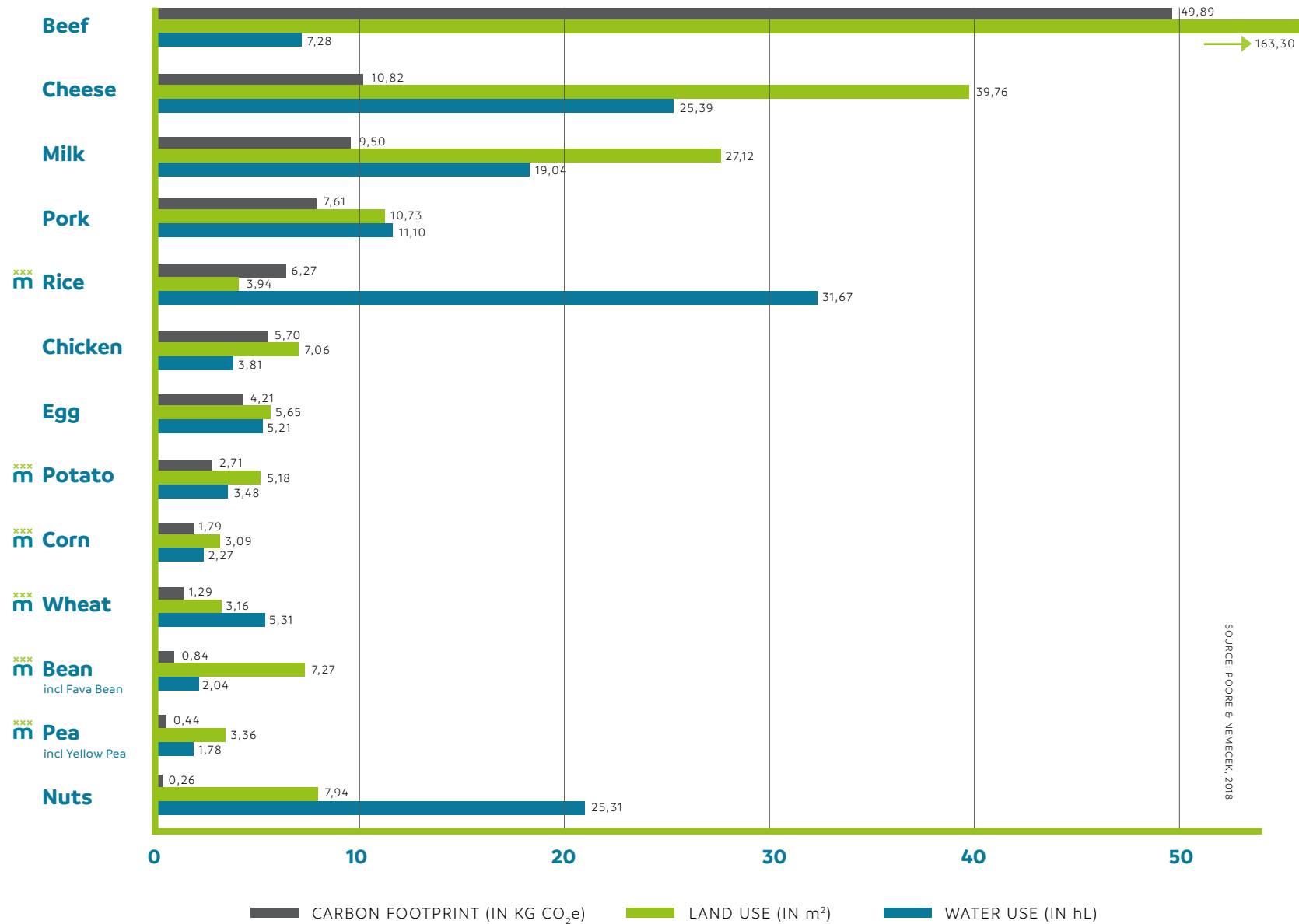
Plant-based proteins generally have a lower environmental impact, making them a great option for a sustainable food system.

3.3.4 Our role in this transition

At Meelunie, we believe we can accelerate the protein transition by helping to meet the growing demand for plant proteins and by diversifying our protein portfolio. Through investments in research and development, we strive to offer innovative plant-based proteins that have better functionality, nutrition and/or taste. In doing so, we are creating a versatile range of food applications for our plant-based proteins, enhancing their accessibility.

We are dedicated to raising awareness about the benefits of plant-based proteins and actively advocate for their inclusion in diets. We work together with our customers to encourage and facilitate their widespread and effective use in product applications.

Environmental Impact per 100g protein



SOURCE: POORE & NEMECEK, 2018

3.3.5 The game changer; fava beans

To support our role in the protein transition, in 2025 we are launching four highly innovative fava ingredients from our B Corp certified facility MeelunieGPI in Denmark where sustainability is fully integrated into our business model. We developed a process methodology that highlights the neutral appearance and taste of the fava bean without harming the nutritional or functional properties of its fractions. Resulting in perfect ingredients for a wide range of food applications, from meat and dairy alternatives to sports nutrition. The table shows just how and why our fava bean value chain is so sustainable.



Nature

Stressing the need for agricultural supply chains to be sustainable and circular, the EU has classified the fava bean as an important crop in helping close the continent's protein-deficiency gap.

Fava beans thrive in mild climates, making them one of the most efficient protein crops.

Fava bean intercropping increases biodiversity, which helps protect against the spread of diseases.

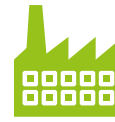


Farmers

The fava bean is known as a pulse with excellent capabilities in fixing atmospheric nitrogen, reducing the need for nitrogen fertilisers.

Fava beans improve soil fertility and water-holding capacities, and loosen the soil. All of which are vital for a rich harvest.

By converting locally-cultivated fava beans into valuable and nutritious food ingredients, MeelunieGPI is making a long-term commitment to a versatile crop and providing a gateway for farmers to supply to the food industry.



Process

MeelunieGPI uses the most energy-efficient process equipment, including solar panels.

MeelunieGPI has formally committed itself to conducting business with consideration for society and the environment.

All process water used in our facility is cleaned and re-used.



Logistics

We choose our modes of transportation based on cost and carbon footprint. This includes, thereby making partial use of intermodal transport.

We offer our customers fuel switch options to further reduce transportation-related emissions.



Customers

Our factory is designed to valorise the entire fava bean, our factory is designed to valorise the entire fava bean, producing four ingredients: two proteins, one starch and one fiber.

We conducted an LCA that gives our partners insight into the environmental impact of our products.

Together with our partners, we are unlocking the potential of fava bean protein even further, through our in-house application center, which will help accelerate the protein transition.




Consumers

Fava beans are high in protein and packed with fiber.

Fava beans are cholesterol free and contain no saturated fat.

Fava beans are not considered a major allergen, unlike dairy and gluten.

Why is this step sustainable?



"We're working towards a future where plant-based proteins take center stage. Focused on fava beans but leveraging cutting-edge technologies from the dairy industry, we're creating solutions that reduce environmental impact while maintaining nutritional integrity."

Jonatan Dickow
Site Director at MeelunieGPI



Plant-based dairy

Regenerative Agriculture



Gijs van Elst

Chief Innovation Officer at Meelunie,
on restoring nature while growing food.

Increasingly, people are saying the future lies with regenerative agriculture. So what is it?

“In contrast to conventional agriculture, regenerative agriculture is a farming practice that aims to restore ecosystems while producing food. Based on key principles focussed on rebuilding soil health, enhancing biodiversity and improving the land's ability to capture and store carbon, regenerative agriculture offers a proven path to reverse environmental degradation while ensuring sustainable farm productivity. This is achieved by the eight soil restoration practices.”

What is the link to fava beans?

“A vital part of our regenerative agriculture initiative is the cultivation of fava beans. Fava beans, a pulse crop with remarkable nitrogen-fixing capabilities, naturally reduces the need for synthetic fertilisers by pulling nitrogen from the atmosphere. Beyond their nitrogen benefits, fava beans also enhance soil fertility, improve water retention and help loosen compacted soil. This makes them an ideal crop for our project. We've partnered with Bloom to bring these benefits to Croatia's East-Slavonia region, where 65 farmers are implementing regenerative practices across 150 hectares of farmland in a pioneering three-year programme. Together, we reduced 1,845 mt CO₂e last growing season.”

“We believe the future of agriculture is regenerative.

Our partnership with Meelunie is a testament to this shared vision. Together, we're not just cultivating fava beans, we're cultivating a blueprint for sustainable agriculture. By empowering local farmers with regenerative farming practices, we benefit both the planet and the people who nurture it.”

Giuseppe Flores d'Arcais, CEO Bloom



The first growing season is behind us. What were the key results?

“Again, three stats really jump out:

- a 37%-69% reduction in chemical fertiliser use, while achieving a 3.5% yield increase compared to conventional fields, even during challenging weather conditions;
- Projected carbon sequestration is going to reduce our carbon footprint by 3.5-4.0 mt CO₂e per Ha;
- An anticipated 15%-40% increase in key minerals and vitamins.”

Can you summarise the benefits for nature, for the farmers and for consumers?

“The benefits break down into three main areas: First, **Soil Health Improvement**. By implementing cover cropping and minimal tilling, we have improved the soil structure, increased the organic matter and enhanced biodiversity – creating optimal conditions for fava bean cultivation, while also building long-term soil health and maintaining commercial viability. Second, **Climate and Value Chain Resilience**. Regenerative practices significantly improve the soil's water-holding capacity and reduce erosion. These enhanced soil properties help farms withstand extreme weather events, from droughts to heavy rains, ensuring more stable yields and value chain resilience in increasingly unpredictable climates. And finally, **Superior Nutrition**. Healthy soil produces healthier food. Our regenerative practices support diverse soil microbiomes that enhance nutrient uptake, resulting in fava beans with higher concentrations of essential minerals, vitamins and beneficial compounds. This soil-to-gut connection means better nutrition for consumers while supporting overall ecosystem health.”

Current soil restoration practices



CROP/FIELD ROTATION



REDUCED TILLAGE



COVER CROPS



SEED TREATMENT & INOCULANTS



SOIL BALANCING



BIOSTIMULANTS & NUTRIENTS

Next steps



AGROFORESTRY



LIVESTOCK GRAZING

Climate & Shipping

TOWARDS NET ZERO



Ambition

Our products are shipped globally and this has an environmental impact. We need to step up our efforts even further in reducing this impact. We do this with partners who calculate and reduce our environmental footprint. This involves facilitating fuel switches, exploring intermodal transportation and adopting low- or zero-emissions solutions. We aim to engage our customers by including carbon footprint information with each contract in order to grow awareness. All our initiatives are focused on achieving our ultimate ambition: a net-zero value chain.

SDGs

SDG 13 Climate Action

We commit ourselves to reducing our environmental impact, both within our organisation and in the value chain.



Impact areas

- Environment;
- Customers.

Achievements

- Renewed partnerships with BigMile, CarbonLeap and FairClimateFund;
- BigMile training on better platform utilisation for customers;
- Finetuned BigMile CO₂ calculator in our ERP system;
- Made carbon emissions visible per order in our ERP system;
- Conducted pilots with BigMile and CarbonLeap to test a fuel switch scenario on order level from Rotterdam to Shanghai and Bangkok to Chicago (see case study);
- Secured a key customer commitment to initiate a fuel switch through Meelunie;
- Joined a round table session with CarbonLeap to discuss carbon interventions at sector institute EvoFenedex, and published outcomes in an article;
- Participated in strategic ambassadors session of FairClimateFund;
- Updated Climate Strategy (see section 3.4.1).

Lessons learned

- Piloting fuel switch scenarios makes it more tangible for colleagues to understand;
- We need collective efforts and investments of value chain partners to realise scope 3 reductions in our industry;
- Engaging supply chain partners is challenging;

Next steps

- Reduce scope 1 and 2 as defined in our Climate Strategy;
- Make the outcomes of the BigMile CO₂ calculator and other supply chain partners' data more accessible in customers' documentation and our customer portal;
- Increase cooperation with customers to reduce and compensate the carbon footprint;
- Develop a sustainable customer journey based on interactions between account managers and customers, and track progress on carbon reduction.



3.4.1 Climate Strategy

In 2020, Meelunie began monitoring scope 1 & 2 carbon emissions, as part of our efforts to help protect the environment. This led to a Climate Strategy based on the Greenhouse Gas Protocol. According to this standard, companies must account for and report all their scope 1 & 2 emissions (see table for scope definitions). At Meelunie, we also measure scope 3 emission categories. For now, the Sustainability Department and Meelunie Positive Impact Team have selected the following categories, because these are the most relevant for Meelunie:

- 3.1 Purchased goods and services;
- 3.4 Upstream transportation and distribution;
- 3.5 Waste generated in operations;
- 3.6 Business travel;
- 3.7 Employee commuting;
- 3.9 Downstream transportation and distribution.

Note that our scope 2 emissions have increased significantly since the commissioning of our fava bean proteins factory during 2024 and will increase further once full production starts during 2025.

Next steps will include going beyond our cradle-to-gate value chain assessment, all the way downstream. While doing so, we will also start analysing our impact in terms of pollution, water, biodiversity and waste as part of our value chain approach. Once we have a clearer overview, we will define a plan of approach and cooperate with partners to decrease, where possible, our environmental impact.



Scope 1

Direct emissions from company facilities and vehicles.

Total

41 mt CO₂e

▼ -5%



Scope 2

Indirect emissions from purchased electricity for own use.

Total

722 mt CO₂e

▼ -1%

Office

Production

94 mt CO₂e

628 mt CO₂e



Scope 3

Indirect emissions from our business operations and our value chain



Business Operations

Indirect emissions, mainly from employee mobility and waste.

402 mt CO₂e

▲ +53%



Value chain

Indirect emissions from our cradle-to-gate value chain.

Logistics:

24K mt CO₂e

Products:

292K mt CO₂e

This table excludes the production emissions (waste) of our fava bean protein factory in Hedensted.

3.4.2 Goals within reach

Scope 1 & 2: Own Organisation

The scope 1 & 2 emission figures are based on our own data, along with emission factors from CO2emissiefactoren.nl and CarbonCloud, and have been validated by PW Advies. Our location-based emissions were 135 mt CO₂e (down 2% on last year). Additionally, the purchased electricity for our fava bean proteins factory in Hedensted accounts for 628 mt CO₂e. We also report this in the Environment Management System (milieubarometer) of the sustainability organisation, Stimular.

Our Amsterdam office currently consumes 100% electricity from renewable sources, resulting in a reduction of 25 mt CO₂e. However, our other facilities still rely on non-renewable electricity, which means that across all locations only 4% of our electricity is from renewable sources.

We have compensated 3,503 mt CO₂e via FairClimateFund, making Meelunie a carbon-neutral organisation by compensation. Since 2019 we have, together with FairClimateFund, been investing in climate and social impact projects that generate carbon credits. See section 3.2.4 for more details.

Scope 3: Business Operations

Our scope 3 business operations emissions (measured using the same methodology as our scope 1 & 2 emissions) were 402 mt CO₂e (up 53% on last year). The increase in business travel emissions is due to an employee growth of 18%, along with a substantial number of global staff visits to our fava bean protein factory. In addition, waste generated during the commissioning has been calculated since the building handover and amounts to 138 mt CO₂e. These emissions have also been compensated via FairClimateFund.



Definition	Amsterdam	Hedensted	Detroit	Chicago	Queretaro	Shanghai	Singapore	Melbourne	Total	Benchmark	
Scope 1	Natural gas combustion	-	3.2	16.5	6.9	-	0.4	-	0.3	27.3	▲ 7%
	Vehicles fuel combustion	-	-	-	8.4	2.5	-	-	3.1	14.0	▼ -21%
	Total scope 1	-	3.2	16.5	15.3	2.5	0.4	-	3.4	41.3	▼ -5%
Scope 2	Facilities	25.5	0.9	47.4	10.7	0.4	1.8	0.9	3.8	91.4	● 0%
	Vehicles electric	2.5	-	-	-	-	-	-	-	2.5	▼ -19%
	Total scope 2	28.0	0.9	47.4	10.7	0.4	1.8	0.9	3.8	93.9	▼ -1%
Total scope 1 + 2	28.0	4.1	63.9	26.0	2.9	2.2	0.9	7.2	135.2	▼ -2%	
Scope 3	Business travel	126.6	1.1	23.5	118.0	3.5	41.8	18.7	0.4	333.6	▲ 71%
	Employee commuting	4.1	19.1	14.6	24.1	1.5	-	-	-	63.4	▲ 4%
	Waste, water and paper	2.5	0.6	0.8	0.8	0.0	0.4	0.2	0.0	5.3	▲ 8%
Total scope 3	133.2	20.8	38.9	142.9	5.0	42.2	18.9	0.4	402.3	▲ 53%	
Location-based emissions (mt CO₂e)	161.2	24.9	102.8	168.9	7.9	44.4	19.8	7.6	537.5	▲ 34%	
Renewable Energy Certificates	-25.0	-	-	-	-	-	-	-	-25.0		
Market-based emissions (mt CO₂e)	136.2	24.9	102.8	168.9	7.9	44.4	19.8	7.6	512.5	▲ 37%	

This table excludes the production emissions (purchased electricity and waste) of our fava bean protein factory in Hedensted. All data is rounded to one decimal point, meaning 0 mt CO₂e is less than 0.05 mt CO₂e.



"Year on year, colleagues from across Meelunie join forces to gather the data essential to mapping our carbon emissions. Collecting this data isn't always straightforward and reflects a collective commitment to accurately monitoring our environmental impact, a vital first step in reducing our footprint."

Charlotte Pronk
Sustainability Support Specialist

3.4.3

CASE STUDY

Fuel Switch



Jan van Vilsteren
General Manager at Meelunie America,
on reducing carbon emissions through fuel switches.

Scope 3 is complex to assess. What steps have been taken to address this?

“Our largest impact is in scope 3 value chain emissions. One aspect of this is emissions from our logistics-related activities. To reduce this impact, since 2020 we have been carrying out an annual fuel switch, in recent years in partnership with CarbonLeap. This year’s fuel switch was 506 mt CO₂e. We applied the reduction to our Rotterdam — Shanghai trade lane, reducing its footprint from 115 mt CO₂e to zero, based on BigMile’s calculation.

In addition, we ran pilots on these trade lanes, as well as the Bangkok — Chicago trade lane, during which we tested this whole process, from calculating the carbon emissions with BigMile and generating an Emission Report to actually facilitating the fuel switch with CarbonLeap and sharing the Carbon Abatement Statement. We wanted to see whether we could run this through our ERP system, and we’re glad to say the pilots went really well.”

What’s the overall ambition?

“Alongside BigMile and CarbonLeap, we’re piloting innovative strategies to reduce emissions. Our main focus is on incorporating transportation carbon emissions and fuel switches into our core processes. The aim is to provide customers with comprehensive carbon data, including on fuel switch options. In addition, we are exploring modal shifts, through intermodal transportation options, and actively working to eliminate empty miles wherever feasible.”

Trade lane
Rotterdam to Shanghai

Product
1 container of Windmill
Potato Starch

Sea Emissions (WTW)
2.3 mt CO₂e

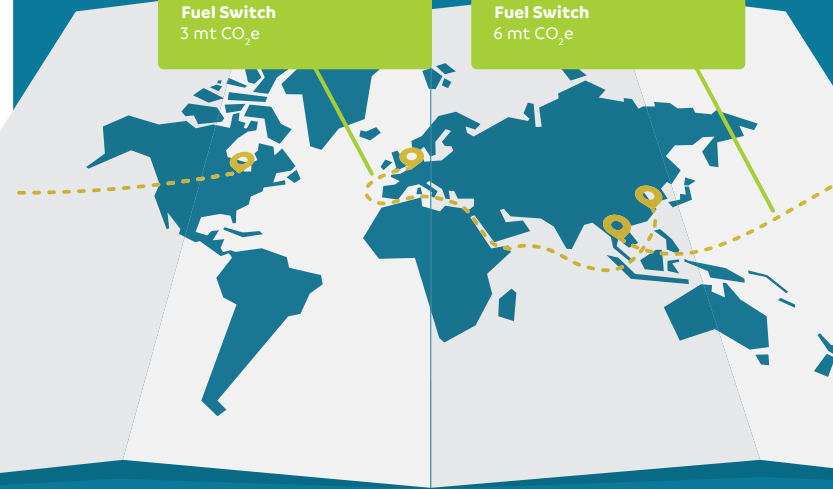
Fuel Switch
3 mt CO₂e

Trade lane
Bangkok to Chicago

Product
2 containers of Organic
Tapioca Starch

Sea Emissions (WTW)
5.4 mt CO₂e

Fuel Switch
6 mt CO₂e



“Companies like Meelunie are leading the way towards greener supply chains. Since 2022, Meelunie and BigMile have been strategic partners in assessing the carbon emissions of Meelunie’s logistics activities. Utilising BigMile’s SaaS platform, we optimise and report Meelunie’s carbon emissions associated with multimodal transportation. These calculations are integrated into Meelunie’s ERP system, enabling them to report on carbon emissions per customer order or trade lane. We are extremely proud to be part of this journey and to be helping Meelunie with reliable insights into their transport-related carbon emissions, following certified methods.”



Ivo de Vos, Business Consultant at BigMile
& Former Positive Impact Team Member at Meelunie

“Together with Meelunie, we’re making real progress on fuel switching, and we’re extremely pleased to see that by doing so we can add value to Meelunie’s sustainability goals. CarbonLeap replaces fossil fuels with second generation biofuels made from products such as used cooking oil and food waste streams, thereby decarbonising a segment of Meelunie’s scope 3 emissions. We hope to continue working together with Meelunie at the forefront of future developments in the exciting voluntary carbon reductions market.”



Eva Schyns, Impact Navigator at CarbonLeap



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Colophon

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Meelunie Positive Impact Team

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